Saturday Review

JANUARY 17, 1959 / 25¢

# THE AMERICAN ECONOMY 1959

*A new concept in economic reporting prepared and presented in association with The Committee for Economic Development*

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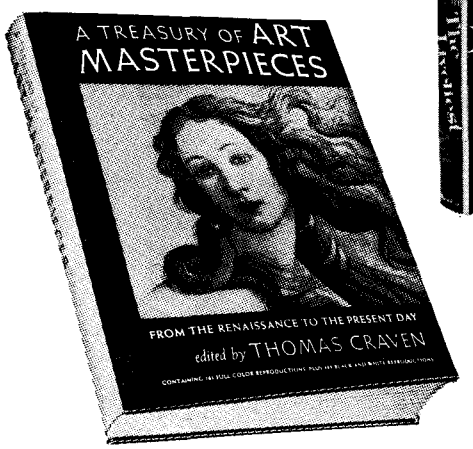


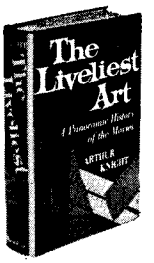

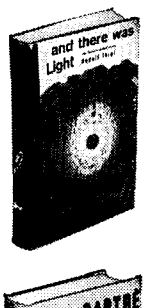


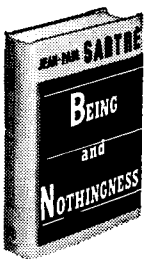


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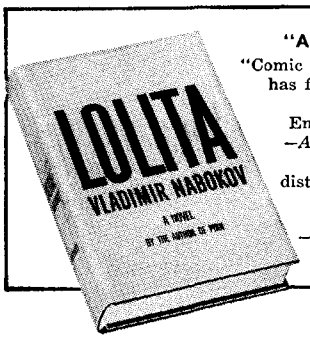


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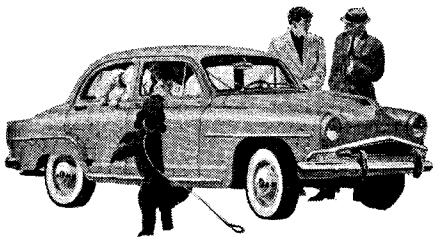

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# TRADE Winds

**NOW THAT THE** season has ended, I will not be accused of deliberate sensationalism when I come to the defense of Ebenezer Scrooge. He is a misunderstood man. Like a lot of other adjuncts to the holiday, the message in the Dickens story has been distorted and misrepresented to suit the purposes of well-meaning people who want to

use it to defend Christmas. But the Dickens story doesn't defend Christmas at all; it merely describes it pleasantly. Scrooge wasn't much of a Christmas-hater, and he wasn't as bad as a large segment of the population of the Christian world, who, in the last century, considered the celebration frivolous.

Scrooge was merely a miser. He cried "Bah! Humbug!" at his nephew because the boy was trying to use Christmas as a means of forgetting about paying bills, growing older, and the things that occupied Scrooge's mind. When two portly gentlemen call on Scrooge for donations for the poor, the crotchety fellow recalls that he pays taxes to support the poorhouse and the jails, where the poor belong, he says. Admittedly, old Ebenezer has a decidedly ungenerous attitude, but he only asks that he be left alone at Christmas time, and when he repairs to his gloomy quarters to spend Christmas Eve, it appears possible that he might be as poor as he claims.

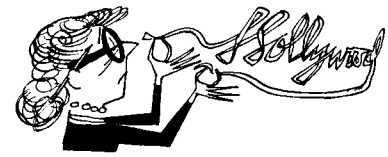
In any event, Scrooge's character has one strong point: he is easily convinced. In one short night, he completely reverses his notions about Christmas. In fact, almost immediately after he has chatted with the apparition of Jacob Marley, does Ebenezer begin to change his mind. When the three Ghosts of Christmas Past, Present and Future take him on the tour it is merely superfluous evidence, and a chance for Dickens to tell the story of Tiny Tim.

So, please, let's not be too hard on Scrooge after this. Overnight he was transformed into a lovable, generous person, and could it happen to one of us?

**JIM SIMPSON,** who is busy compiling material for a sequel to "Best Quotes of '54, '55, and '56" (Crowell), finds himself looking back on the old year with some nostalgia, for he feels that 1958 was one of the most quotable years we've had. Authors, for example, talked an awful lot, and here are some of the things they said:

- "The artist who is eccentric is probably the sanest man alive."—William Saroyan.
- "If you have one strong idea, you can't help repeating it and embroidering it. Sometimes I think that authors should write one novel and then be put in a gas chamber."—John P. Marquand.
- "You've got to love what's lovable, and hate what's hatable. It takes brains to see the difference."—Robert Frost.
- "Poets, we know, are terribly sensitive people, and in my observation one of the things they are most sensitive about is cash."—Robert Penn Warren.
- "A kid . . . is the last container of a sense of humor, which disappears as he gets older and he laughs only according to the way the boss, society, politics, or race want him to. Then he becomes an adult. And an adult is an obsolete child."—Dr. Seuss.
- "Never answer a question, other than an offer of marriage, by saying Yes or No."—Susan Chitty (in "The Intelligent Woman's Guide to Good Taste").

**ANOTHER AUTHOR,** talking about his new book, "The Most of S. J. Perelman" (Simon & Schuster), told us that Hollywood in the Thirties lived up to its reputation of hiring writers and giving them nothing to do. Perelman and his wife went there on a writing




stint and found that the workroom assigned to them had been occupied for the previous eight months by an eminent lady-playwright.

Curious, they looked through everything for some clue to her identity and writing habits. All they found, in a center desk drawer, was a pair of intricately woven mats. These had been braided from thin strips of second sheets—the light-weight paper used for carbon copies of scripts. The

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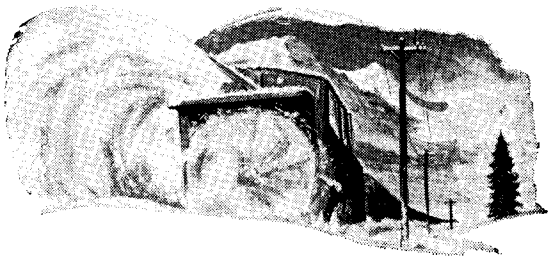
# America's electric power program surges ahead on rails of steel

**Another example of how railroad progress goes hand in hand with U. S. progress**

The growing demand for electricity — electric power for homes, industry, national defense — requires vast new power projects in every section of the country.

And essential to the building of these tremendous installations are America's progressive railroads. They haul everything from heavy construction materials, huge generators and transformers to the most delicate wiring, switches and tubes. They move millions of tons of coal to generating stations. No other form of transportation can carry such massive amounts of material with the efficiency and economy of the railroads.

In fact, the railroads are absolutely essential to our economic growth and national defense. The country couldn't do without them. That's why the railroads should be allowed equality of treatment and opportunity with their competitors.



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# POVERTY CAN BE FUN

It is no disgrace to be poor. It is an error, but it is no disgrace.

So if your purse is empty, do not skulk and brood and hide your head in shame. Stand tall. Admit your poverty. Admit it freely and frankly and all kinds of good things will happen to you. Take, for instance, the case of Blossom Sigafoos.

Blossom, an impecunious freshman at an Eastern girls college, was smart as a whip, and round as a dumpling, and scarcely a day went by when she didn't get invited to a party weekend at one of the nearby mens schools. But Blossom never accepted. She did not have the rail fare; she did not have the clothes. Weekend after weekend, while her classmates went frolicking, Blossom sat alone, saved from utter dispair only by her pack of Marlboros, for even an exchequer as slim as Blossom's can afford the joys of Marlboro—joys far beyond their paltry price: rich, mellow tobaccos, lovingly cured and carefully packed; a new improved filter that works like a charm. Croesus himself could not buy a better cigarette!

However, Marlboro's most passionate admirers—among whose number I am paid to count myself—would not claim that Marlboro can entirely replace love and romance, and Blossom grew steadily moroser.

Then one day came a phone call from an intelligent sophomore named Tom O'Shanter at a nearby mens college. "Blossom," said Tom, "I want you to come down next week for the barley festival, and I won't take no for an answer."

"No," said Blossom.

"Foolish girl," said Tom gently. "I know why you refuse me. It is because you are poor, isn't it?"

"Yes," said Blossom.

"I will send you a railroad ticket," said Tom. "Also a small salami in case you get hungry on the train."

"But I have nothing to wear," said Blossom.

Tom replied, "I'll send you one suit of cashmere, two gowns of lace, three slacks of velvet, four shoes of calf, five socks of nylons, and a partridge in a pear tree."

"That is most kind," said Blossom, "but I fear I cannot dance and enjoy myself while back home my poor lame brother Tiny Tim lies abed."

"Send him to Mayo Brothers and put it on my tab," said Tom.

"You are terribly decent," said Blossom, "but I cannot come to your party because all the other girls at the party will be from rich, distinguished families and my father is but a humble woodcutter."

"I will buy him Yosemite," said Tom.

"You have a great heart," said Blossom. "Hold the phone while I ask our wise and kindly old Dean of Women whether it is proper for me to accept all these gifts."

She went forthwith and asked the Dean of Women, and the Dean of Women laid her wise and kindly old hand on Blossom's cheek and said, "Child, let not false pride rob you of happiness. Accept these gifts from Tom."

"Lord love you, Wise and Kindly,"

breathed Blossom, dropping grateful tears into the Dean's reticule. "I must run and tell Tom."

"Yes, run, child," said the Dean, a smile wrinkling her wise and kindly old eyes. "*And ask him has he got an older brother.*"

© 1958, Max Shulman

* * *

***The makers of filter-tip Marlboro, who bring you this column, are also the makers of non-filter Philip Morris, who also bring you this column. Whichever you choose, you're right.***

mats were collectors' items, featuring delicate and involved patterns that must have meant hours and hours of painstaking effort. The Perelmans found out what the lady's salary had been, and that she had never been given an assignment. They estimated the cost to the studio of the two paper mats at $42,000 each.

**SOMETIMES, ON THE OTHER HAND,** instead of *no* writers working on something, the opposite happens. Take Paramount's new motion picture, "The Buccaneer." Here's the official roster of authors, and maybe there are some whose names aren't important enough to mention:

Screenplay by Jesse L. Lasky, Jr. and Berenice Mosk; from a screenplay (for the first "Buccaneer" of years ago) by Harold Lamb, Edwin Justus Mayer and C. Gardner Sullivan; based on Jeanie Macpherson's adaptation of "Lafitte the Pirate" by Lyle Saxon, published by Crager.

*Variety* couldn't resist the temptation to describe "The Buccaneer" as "pieces-of-8 writers."

**ONE AUTHOR WHO** had no ghost writers was Charles Darwin. It was a hundred years ago that he published "On the Origin of Species by Means of Natural Selection, or the Preservation of Favoured Races in the Struggle for Life." Although Darwin was fifty years old at the time, he didn't feel that he had developed his theories enough so that he was ready to have them presented to the public. But he was forced to bring out his book by these peculiar circumstances: other scientists were arriving at the same conclusions as Darwin.

An American in 1813 came up with a Darwinistic statement of natural selection. In 1831 a Scot published a book that Darwin himself said "anticipated" his views. Finally in 1858 an Englishman, A. R. Wallace, sent a paper to the Linnean Society that so paralleled Darwin's theory that they both agreed to present it jointly. Darwin felt this was premature, but he had to go along. The following year he published the book. The whole edition of 1,250 copies was sold out the first day. It caused a furor, and has been a best seller ever since.

**THE HAPPIEST** writer is the one who bats out something and finds it paying him dividends for years afterwards. He then discovers a fondness for this loyal piece of work that lasts as long as the checks keep coming in. Philip Wylie confides in his introduction to later editions of "Generation of Vipers" (Rinehart, Pocket Books) that he dashed off the book between May 12 and July 4, 1942, and that since he

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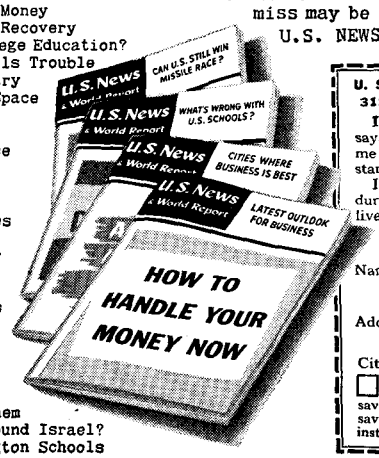
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**PICTURE OF TOMORROW.** Will tomorrow's telephones be smaller and lighter and specially designed for each room? Will the dial, mouthpiece and receiver all be in the unit you hold in your hand? Will you be able to get your party just by pushing buttons, instead of dialing? We're working on many types and testing them at Bell Laboratories and in homes and offices.

# What Will Tomorrow's Telephones Be Like?

This country is going to be needing a lot more communication service in the years ahead. Matter of fact, the need is with us right now.

Just the great increase in population (there will be 40,000,000 more people in the U. S. by 1970) means that we'll be stepping right along to keep ahead of our customers' needs.

The greatest progress will come, as it always has, from the Bell System's unique concept of unified research, manufacturing and operation that has given this country the best telephone service in the world.

A vital part of this concept is always to look ahead and not back. Many new things are already at hand or in sight.

New instruments will provide an ever-widening choice for our customers. Improvements in transmission and the development of electronic switching will make our services faster and more versatile.

There are some tremendous possibilities in the use of telephone facilities for enabling business machines to communicate with each other—no matter how many miles apart. Great volumes of data of all kinds can be transmitted automatically over telephone lines at high speed.

We also have the prospect of providing picture channels for many purposes, in addition to the present networks for television broadcasting.

How far we go, and what we are able to do, depends on money. To make the best progress and apply it to the greatest advantage of everybody, the Bell Telephone Companies must be in good shape financially.

In all lines of business it is the companies whose earnings are good that are able to make the best products, provide the best service and give the best values.

**BELL TELEPHONE SYSTEM**

was writing it for his own amusement it doesn't smack of "careful literary effort." He expressed regret that he hadn't gone over this "hasty manuscript."

Well, really! The book has sold close to 300,000 copies. It has received such anomalous attention as to have been proscribed by Catholics and accepted by college English and journalism classes. So thank goodness Mr. Wylie didn't work too hard on "Vipers," and that the continued royalties have made it possible for him to spend more time on subsequent works.

**ONE AUTHOR WHOSE** plays haven't traveled such a smooth road is Meyer Levin. He is considered an exceptionally talented man, but he doesn't confine his battles to typewritten pages. He has been fighting long and hard to have his own adaptation of his novel "Compulsion" played on the stage. He wasn't successful as far as Broadway is concerned, but now he tells me that *his* "Compulsion" will be produced in London, Paris, and Los Angeles. Also Simon & Schuster has published his version of the play with a scorching introduction in which Levin mercilessly berates various theatrical folk who, he says, have obstructed him.

Levin's Broadway troubles began six years ago when his version of "The Diary of Anne Frank" was called unplayable, and other writers were put to work on the adaptation. He has fought this affair through the courts, too, for a long time, and last year won a jury award of $50,000 for what was estimated as the value of his contribution to the play. This ruling is being contested, though, so even that chapter isn't concluded.

In the meantime, Levin moved his family to Israel, where he completed his latest novel, "Eva," which will be published later in the year, with what ensuing controversy we cannot predict at this time.

—Jerome Beatty, Jr.

Solution of last week's Kingsley Double-Crostic (No. 1294)

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Let winter come—let winter camp
with all his crystal legions
white beyond the autumn door . . .

Oh, we will honor him and bid him
stay,
as one invincible and strong,
but we will . . .
strain to hear . . .
the first green trumpets free the
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with spring's inevitable song.

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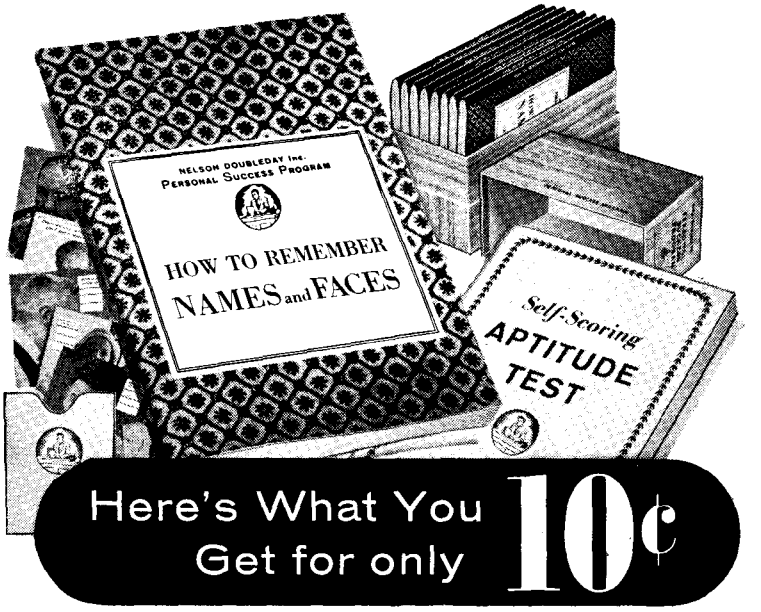


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After examining this package, I will decide whether or not I wish to continue. If not, I will simply let you know. If I do continue you will send me a new Progress Kit each month for only $1 plus shipping. I am not obligated to take any minimum number of kits, and I am free to stop at any time.

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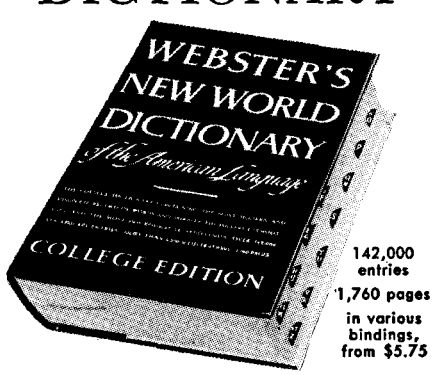


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Edited By Martin Levin

### TO AN ATOMIC SCIENTIST

WHAT does your wife say when you come home?
"Dear, how many people have you blown
Up, theoretically, today?
The children were asking; I had to say
I thought it not likely you'd be blasting
Before October, but you know their way—
'What's Daddy doing?'—the same everlasting
Round of questions, day after day.
So—how many people *have* you blown
Up—theoretically, of course, dear—today?"

—M. M. DARCY.

• • •

### MY P-T PLAN

SINCE this is *Saturday Review*'s Business Issue, I would like to do my bit toward the balancing of the budget everywhere in the country including my own Southland.

We can save hundreds of thousands of dollars by eliminating unnecessary toilet facilities and plumbing fixtures. I relate this to the success of my "Out-of-Order" plan, which I proposed a year ago. I had prevailed upon the manager of a five-and-ten-cent-store to place an "Out-of-Order" sign on his "white" drinking fountain, and after two or three days of timidity and reconnoitering, everybody, white and Negro, was drinking the "black" water without visible ill-effects or psychological misgivings.

All of which has suggested the possibility of a Potemkin-Toilet Plan, as a result of my observations at a recent concert in the Civic Auditorium of a large Southern city.

The auditorium is used for "mixed" audiences for prizefights, wrestling matches, and be-bop. But at this concert there were no Negroes present in the segregated balcony. During the intermission I counted no less than twenty-eight "white" ladies waiting in line to get into the "white" powder-room (at least half of them hadn't gained admittance at the sound of the "second part" buzzer). Less than twenty yards away, behind the post, was the "Negro Women" powder-room, empty and silent—a complete waste.

### Progress Reports

Since racial segregation is mainly a matter of caste, I suggest that we build a dummy door marked "white" and attach to it a sign, "temporarily out of order, use 'Negro Women' door," a system that would work very well in the upper South: Virginia, North Carolina, and Tennessee, but which might be a bit too drastic for the Deep South. But there, too, I believe we can eliminate this unnecessary expense of duplication. Let us build both doors, "white" and "colored" but let the ladies all come in to the same place. Thus, we can be doing this—gradually—and still save the thousands of dollars that go into the surplus plumbing fixtures.

—HARRY GOLDEN.

• • •

### FINAL REPORT

(The New York Times *recently reported that public schools in Montclair, New Jersey, will give out two types of report card: a progress report which shows a child's "progress in relation to his ability," and an achievement report, which shows his achievement in relation to everybody else; this last "will be given only to parents . . . but if a teacher thinks it might be to a child's advantage to see it, she will recommend this to the parent."*)

DEAR Son:

This is not easy for me to write. You and I have always got along well enough, haven't we? Sure we have. So please don't think too badly of me for what I am doing.

Your achievement report arrived today, and—but before I get to that I want to tell you how very much we have enjoyed your progress reports throughout the year. Just the other day I was looking over the whole stack, and I see you have been right up to scratch (*your* scratch, of course; and who else's scratch really matters, in the long run?) almost all along. Of course, there was that one slip when you fell below your ability in height and weight, but nobody is relatively perfect, you know. The point is, I don't want you to think I haven't appreciated all that fine progress, such as your being up with yourself in phonics, linguics, and mutual study.

About this achievement report that

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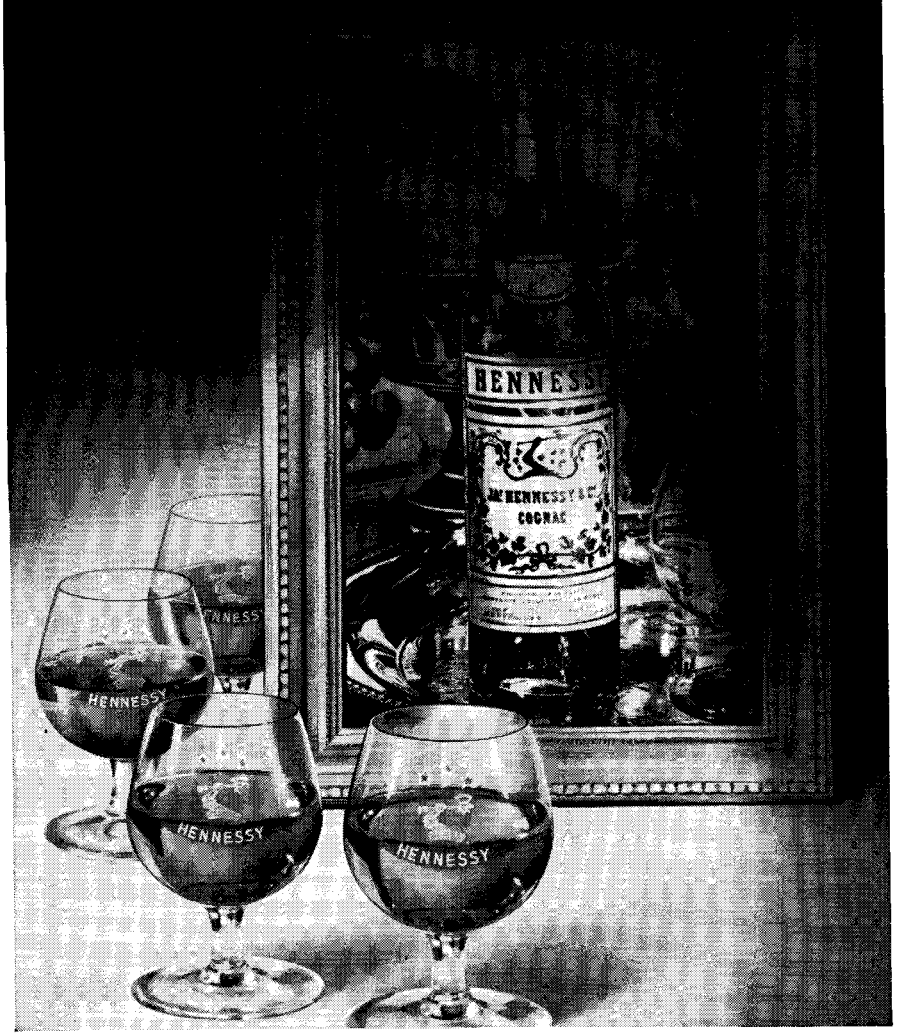


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arrived today. But maybe you are thinking of that time I didn't behave altogether well over your parental combat card. Well, Son, I want to assure you all that is in the past. I mean I apologized then, and I do now. It should have been something to be proud of, the fact that your ability in relation to your Dad's ability was between plus two and plus five in everything but "earnestness and general push."

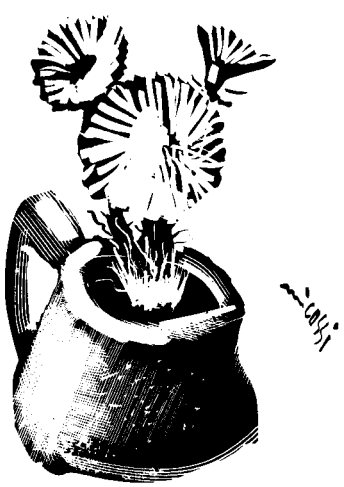
Say, remember that time I took you to the big group study? And you sat right down in the front row while all those college boys were having their talk with the doctor? I remember you said later, "Daddy, our relationship seems to be jelling, doesn't it?" Well, we have had some *good times*, eh?

But about this achievement report: it came just now, together with this nice note from Miss Austin asking that I pass it along to you. (Incidentally, I'm very pleased with the way you have handled Miss Austin; she was wonderfully understanding with me about that silly business on Rate-Your-Daddy Day.) But before you read that card, Son, please listen to a few words in the way of explanation. You are *not* stupid, Son; I don't want you thinking that. If you have come out "Below Average" and "Shamefully Below Average" in all your subjects, then there is a reason. Somewhere along the line your Momma and I have slipped up. All I ask is that you try not to think too badly of me. I am just ashamed to death to have been such a lousy old Daddy, and that is the reason I am running away from home like this. I just cannot face you with so much letting-down on my shoulders.

Love,
Stan (Your Father).

P.S.: Don't try to follow me, as I have plenty of food and will make out fine. I am planning to become an engineer on a train.

—RICHARD LEMON.



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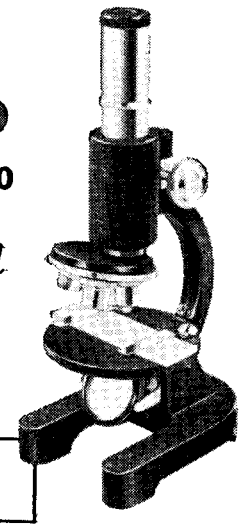

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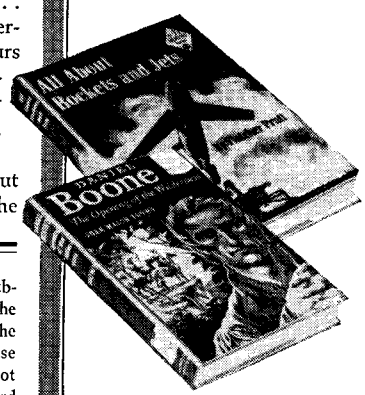


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*Saturday Review*
JANUARY 17, 1959

*A Conference in Print*

# THE CHALLENGES to the American Economy

## *Prepared in Cooperation with the Committee for Economic Development*

*THE COMMITTEE for Economic Development (CED) occupies a unique position in the business community. It consists of 150 leading business executives and educators whose primary organized purpose is to explore the economic problems facing our free society with the hope of establishing sound policies for the guidance of our economic life. Its main hope is to attain, as nearly as possible, objective attitudes towards these problems through the combined efforts of the best minds in our universities and the executive offices of large and small business concerns.*

*Its first chairman, Paul Hoffman, set its sights when he said that CED should be neither right nor left, but responsible. That sense of responsibility is put forth in its bylaws, which commit the organization to research which "in each instance is to be from the standpoint of the general welfare and not from that of any special political or economic group."*

*Its statements of national policy, as many objective historians have pointed out, were instrumental—to name only a few instances—in the creation of the World Bank, the implementation of the Marshall Plan, and the passage of the Employment Act of 1946. It helped bring about the historic accord between the Treasury Department and the Federal Reserve System. Its stabilizing budget policy and its flexible monetary policy have had considerable effect upon both public and private attitudes toward the fiscal, monetary, and debt management policies of the country. Its never-ceasing efforts for tax reform have not been without their effect.*

*I think perhaps this is because CED is a working organization in which businessmen work with and educate the academicians while the latter work with and teach the businessmen, swapping practicality for theory, and* vice versa. *CED does not seek to be an innovator in the economic realm. Instead, it hunts for a synthesis of the best available thought on all economic problems—a defense against recession, another against inflation, a sound agricultural policy, the proper ways to aid the underdeveloped nations of the world, means to combat the Russian economic offensive, and the best ways to bolster our national defense.*

*I think in these pages the reader will find some of the intellectual nourishment that has resulted from the free discussion that is forever going on between these theorists and the practical men who, within the free-enterprise framework of our society, objectively seek economic policies for economic growth and stability—which are, after all, the bases of the general welfare.*

DONALD K. DAVID,
*Chairman, CED; Vice-Chairman, Ford Foundation.*

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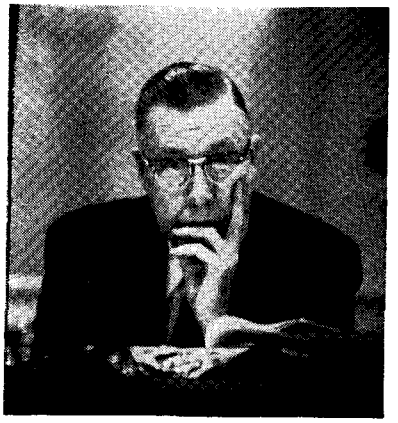

*Mr. Houser, a director and former board chairman of Sears, Roebuck and Co., is chairman of the Research and Policy Committee of the Committee for Economic Development, a nonpartisan, nonprofit organization dedicated to economic research. The Research and Policy Committee of CED, a group of forty-two trustees, is responsible for all statements of policy issued by CED. As guest editor for this issue of the* Saturday Review, *Mr. Houser points out that the opinions expressed by the eleven contributors are not necessarily those of the Research and Policy Committee.*

# FREEDOM IS THE OUTLOOK

y T. V. HOUSER

A NOVEMBER meeting of the CED, under the auspices of the Board of Trustees of the Committee for conomic Development, was divided ıto two sections. The first was de-ɔted to prosperity and stability at ɔme; the second was devoted to the ommunist economic competition ɔroad. This Annual Business Issue the *Saturday Review* is, in essence, report of that meeting.

The emphasis of this meeting was ı freedom and on how a free society ɪe ours can identify and solve the onomic problems that this freedom ıposes.

Our society depends upon the wis-ɔm of the net sum of millions of dividual decisions made against the ırd limits of reality. Thus, our so-ety has come to respect the minority, tolerate differences, to seek good ıles for solving problems, and to ·un the all-embracing plan that ac-pts solutions by dictation. This gives · a pragmatic cast, a tendency to ake our revolutions piecemeal—·mething that is not understood by regimented society.

What is our perspective?

In the first half of the twentieth ntury we have seen nearly one-ird of humanity slip away from this Western ideal of freedom to embrace an economic religion that we may term Eastern materialism—the elevation of technology to the status of an end rather than a means. Another third of humanity—both thirds are in the have-not countries—trembles on the brink of choice between the two beliefs.

In the industrialized nations of the West attitudes also have been changing significantly. We have less tolerance than in the recent past of economic instability. We expect government to moderate the swings of economic activity, and yet we hope to have continuing economic growth.

We seem to expect government to maintain an economic climate of rising wages, high (if not full) employment, stable profits, properly distributed income through equitable taxation, and security for all.

These changes pose problems that are not new but that are so different in significance, emphasis, or size to those of the recent past that the free society which would remain free must re-examine its methods, its values, and its goals.

The remarks by the industrialists and economists that make up this Annual Business Issue will, I hope, contribute somewhat to this necessary re-examination.

*—Ford Motor Company.*

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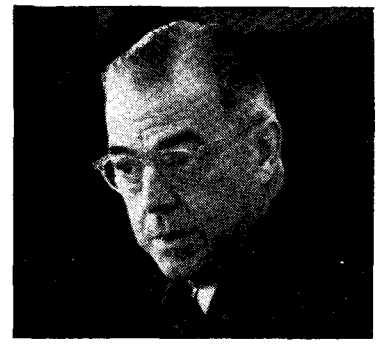
# OUR LONG-RUN INTERNAL PROBLEMS



By THEODORE O. YNTEMA

*Theodore O. Yntema had a distinguished career as an economist at the University of Chicago, as a consultant to the National Recovery Administration and the United States Steel Corporation, and as Research Director for the Committee for Economic Development, before joining the Ford Motor Company. He has served as that company's Vice President-Finance since 1949. Dr. Yntema is also a director of the National Bureau of Economic Research and the Center for Advanced Study in the Behavioral Sciences.*

WHEN the Committee for Economic Development was founded in 1942 it seemed obvious that the committee's research should focus sharply on the problem of high employment and production. Today it is not quite so clear what the focus of our efforts should be. Three great changes have taken place in the past sixteen years. First, we have gone a long way towards solving the problems of chronic mass unemployment and retarded economic progress. Second, Russia has emerged as a great military and economic rival. We are confronted with a Communist dictatorship and an ideology opposed to ours and committed, in theory at least, to the destruction of our way of life. Third, we, and Russia as well, have developed nuclear weapons which are incredible means of destruction.

As a result, international problems have become enormously more important. National defense and international relations are not only of major importance in our economic existence; they are critical for our survival. Internally, on the other hand, we have achieved a level of production and a standard of living for the mass of our people that is without precedent in the history of the world. We now have an "affluent society," and the problems of more production and equitable distribution seem less urgent than they used to be. As the central problem of economics has diminished, some secondary, internal problems have emerged.

To appraise these problems, it is helpful to specify our goals. Our immediate economic objectives might be described as:

(1) Efficiency: maximum production of wanted goods, services, and leisure with the resources available.
(2) Progress: increase in efficiency.
(3) Limitations on tendencies toward economic inequality.

These goals are not, however, peculiar to us. The Russians avow them, too, but with more emphasis on national totals and less on personal well-being. What distinguishes our society from Communist dictatorship is our desire to achieve these economic goals in a system providing, for the individual, freedom of person, freedom of thought, freedom of speech, free choice of employment, and free choice in consumption. Our economic goals have meaning only as they contribute to the welfare, the dignity, and the freedom of the individual, and especially his opportunity for development.

Among the long-run internal problems—although not arranged in ascending or descending order of importance—that seem to be regarded by competent people as most important are:

(1) Economic provision for national defense.
(2) Internal adjustments to international developments.
(3) Economic growth: increase in efficiency.
(4) Depression.
(5) Inflation—especially cost-inflation, and more especially wage-inflation.
(6) Bigness in business and labor.
(7) The role of government in the economy.
(8) Adaptation to population growth and movement.
(9) Education.
(10) The preservation of economic institutions that support our freedoms.

## (1) ECONOMIC PROVISION FOR NATIONAL DEFENSE

Until disarmament can be achieved, economic provision for national defense must have over-riding priority. The primary problems in national defense seem to be, first, wise policy making at top levels in regard to international relations and military strategy, and, second, effective administration of the defense effort.

We cannot afford to be niggardly in national defense, but tens of billions of dollars will not compensate for mistakes in basic policy and strategy.

The magnitude and character and efficiency of our national defense effort are obviously of prime importance, but the special knowledge of the economist does not shed very much light on such matters.

National defense, because of its magnitude, does, however, have important consequences in fiscal and monetary matters. And if national defense should have to be substantially expanded and take a larger share of national income, difficult problems of taxation would arise.

## (2) INTERNAL ADJUSTMENTS TO INTERNATIONAL DEVELOPMENTS

I am impressed with the number of our thought leaders who are concerned with aid to underdeveloped

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countries—its character as well as its magnitude. A program of foreign aid obviously intensifies our fiscal and monetary problems. More important still, perhaps, it calls for a readjustment in attitudes that is not easy to make.

In recent years, some countries have made phenomenal progress in improving their production technology, increasing their scale of operations, and reducing their costs.

The automobile industry currently is a dramatic illustration. Almost overnight, our automobile industry in the United States has shifted from a net export to a net import basis. Imports now out-number exports three to one. This has resulted partly from efforts by U. S. manufacturers to follow the bulk market in their lowest priced product. But the phenomenon is rooted in the rapid growth of automobile manufacturing abroad, the consequent achievement of economies of scale, the acquisition of technical "know-how," and the construction of modern plants. All this—and wage rates a fraction of ours!

Such developments intensify efforts to increase our own efficiency and improve our own products, but they lead also to increased investments abroad where costs are lower, to justifiable demands for truly reciprocal reductions in tariffs and quotas abroad as well as here, and in some cases to demands for increased protection.

Among the important secondary effects of the enormous increases in efficiency abroad will be a shift in terms of international trade against us and a less-hard dollar.

I suspect it will take all the wisdom and tolerance and discipline we possess to adopt sound international economic policies in the years ahead. This situation will be complicated by the hard adjustments forced on many industries by loss of foreign markets and inroads from foreign imports.

### (3) ECONOMIC GROWTH: INCREASE IN EFFICIENCY

All agree that the United States has achieved a per capita output and standard of living so high that most of the people have the necessities of life and many have much more than that. This is unprecedented in history. Poverty has given way to general affluence. More people die from over-eating than from starvation.

Recently, Professor J. K. Galbraith of Harvard University and a few others have taken the position that production is so high that further increments are not very important. They argue that what we really need is goods better adapted to our requirements, and more and better government services in various areas. They argue also for goods of greater variety and higher esthetic quality, and against artificial demands and bizarre styles created by advertising.

The majority of social scientists hold (as I do) that further increases in productivity and leisure are highly desirable and worth striving for—especially in view of our military and economic rivalry with Russia.

In most of the postwar period there has been a rapid increase in efficiency. This has been made possible by scientific and technical progress, advance in management know-how, and a rapid accumulation of productive capital. This increase in efficiency will probably continue (perhaps at a slower rate) unless it is stopped by war, by government controls (especially price controls), by severe depression, or by confiscatory taxes. Economic growth can be accelerated by allocation of more resources to basic and applied research, by better education for scientists and administrators, and by changes in our tax laws to make losses fully deductible and to increase further the rate of depreciation of new equipment. I suspect, also, that an important contribution to economic growth could be made if we could discover better means to develop executive talent and improve the market for existing talent.

There is enormous vitality in American business and an enormous drive for expansion and increased efficiency. This will continue in the decades ahead unless it is killed by a devastating war, or by our collective stupidity in dealing with the problems of depression, inflation or taxation.

### (4) DEPRESSION

The probability of a severe depression is much less than it was thirty years ago because of:

(1) Structural improvements in the economy.
(2) Built-in stabilizers.
(3) Improved economic know-how to deal with depressions.

Without elaborating these points, I should like to make one comment in passing. It seems to me that the stabilizing power of pay-as-you-go taxes and transfer payments related to unemployment is not fully appreciated by most economists. To reverse a downward cyclical movement in the economy it is not necessary to maintain or increase the total demand for goods. All that is necessary is to increase the demand for goods and services above the current supply. This the fiscal built-in stabilizers will certainly do.

A few economists have expressed the fear that we are likely to have a return to chronic unemployment because of inadequate consumer demand, or inadequate investment demand, or both. Some predict these conditions would develop should disarmament occur because of the failure of civilian demands to replace the military demand.

On these views I would offer two comments. In the transition to war after Pearl Harbor, and again in the transition to peace, we saw something of the amazing capacity of our

—Chrysler Corporation.

**Plymouth production line: "Our automobile industry has shifted from a net export to a net import basis."**

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economy to adapt to shifts in demand. Our system has much greater adaptability and flexibility in response to shifts in demand than is, I believe, generally realized.

As for a chronic deficiency in demand, this can be overcome without much technical difficulty by appropriate monetary and fiscal policies pursued on a sufficient scale. The catch here is whether politically we would adopt such policies and pursue them on a sufficient scale if they involved a substantial cash deficit for a number of years.

In my judgment the major hazards of a severe depression lie in:

(1) The rapidly mounting level and deteriorating quality of private debt.
(2) Attempts to deal with cost-inflation by monetary and fiscal means.
(3) Political failure to translate our economic knowledge into appropriate action in the area of fiscal policy.

The hazards from these sources are by no means negligible. They merit continued study by CED. Above all, CED can help contribute to better understanding and more intelligent political action in these matters.

#### (5) INFLATION

Inflation, that arises from excess demand can be dealt with by monetary and fiscal measures. A large, sudden bulge in demand, such as has attended the outbreak of war, can be held in check temporarily by price controls until hysteria recedes and fiscal monetary measures can take effect. We know the measures to deal with demand inflation.

Cost-push inflation is quite another thing. It arises from the monopoly power to raise wages and prices even in the face of receding demand. Its most common and virulent form is wage-inflation, which in recent years has become a major subject of economic analysis.

A money and credit economy, producing durable goods in large volume, will have cumulative tendencies toward inflation and deflation. These tendencies cannot be curbed entirely without seriously impairing individual initiative, freedom of action and economic progress. They can, however, be kept from developing into severe booms and depressions. The most important means to this end are:

(1) A money and credit system that will not collapse and will provide adequate liquidity in depression. In such a system the money supply can be expanded in depression and contracted in boom times if necessary.
(2) High enough credit standards so that a large volume of forced liquidation of loans and bad debts will not develop in a recession.
(3) Automatic stabilizers, such as pay-as-you-go taxes and unemployment insurance, that not only tend to stabilize incomes but also tend to increase incomes in relation to the supply of goods and services in depression and decrease incomes in relation to the supply of goods and services in boom times.
(4) A central banking system that will restrain the expansion of money and credit in boom times and that will ease credit and increase the money supply in depression.
(5) Management of the public debt so that it does not thwart the contra-cyclical action of the central bank.
(6) Sufficient competition in labor and in business so that cost-push inflation will not push up the price level when demand is restricted by monetary and fiscal means.
(7) Fiscal action to reduce tax rates temporarily in depression if monetary measures are not adequate to deal with the situation.
(8) In time of genuine emergency, such as the outbreak of war, quick application of price and wage controls.

On all these counts, *except one*, our institutions and "know-how," though far from perfect, are adequate to give us a fair degree of economic stability. And we could achieve even greater stability if we would translate the technical economic knowledge we possess into appropriate action.

*The one essential condition for stability that is lacking is sufficient competition in labor and in business to avoid cost-push inflation.* This lack will, I believe, be fatal to economic stability unless it is remedied.

At present we have in business, outside the regulated public utilities, competition that varies a good deal in its character from industry to industry. This business competition is not "perfect" in the technical abstract sense of economics. It is not perfect either in the everyday sense: it can be, and needs to be, improved. By and large, however, there is enough competition in most industries to keep prices and profits down to levels roughly equal to those necessary to compensate for the risks of the business. The tradition in business is competition. And there are laws on the books prohibiting monopoly and monopolistic practices—laws that have maintained reasonably workable competition in business.

A different situation exists in labor. Labor unions are monopolies established under the aegis of law. They are given special protection and even immunities and privileges that are not accorded ordinary citizens. They are not subject to much regulation or restraint in the use of their monopoly power.

During the boom of 1955-1957 and in the recession of 1957-1958 unions displayed their power to drive up wages faster than productivity and to squeeze profit margins. There is no reason to expect much different behavior in the future from labor unions unless their powers are reduced. We can look forward, therefore, to continued and probably accelerated cost-push inflation in the future unless appropriate action is taken.

Nor can this problem of labor monopoly and cost-push inflation be solved merely by increasing the degree of competition in business. The less able an industry is to pass on increased costs in higher prices, the easier it is for organized labor to encroach on the profits of that industry in the short run. Reduced profits, however, mean reduced investment, retarded growth and increased unemployment. We shall still be left with the dilemma of either validating wages that outrun productivity by increasing the money supply, expanding demand and establishing a higher price level, or else suffering unemployment.

Industry-wide organization of busi

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#### SR RECOMMENDS:

THE AFFLUENT SOCIETY. *By John K. Galbraith. Houghton Mifflin, 1958.*

PROSPERITY WITHOUT DEFLATION. *By Arthur F. Burns. Fordham Univ. Press, 1957.*

ECONOMIC POLICY FOR A FREE SOCIETY. *By Henry C. Simons. University of Chicago Press, 1948.*

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CONTEMPORARY CAPITALISM. *By John Strachey. Random House, 1956.*

THE THEORY OF SOCIAL AND ECONOMIC ORGANIZATION. *By Max Weber. Free Press, 1957.*

THE GREAT CRASH. *By John K. Galbraith. Houghton Mifflin, 1955.*

THE COMING OF THE NEW DEAL. *By A. M. Schlesinger, Jr. Houghton Mifflin, 1959.*

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ness to oppose industry-wide organization of labor is not a happy solution.

Wage and price controls are still worse as a solution to cost-push inflation because they breed so much dislocation and inefficiency that they will impede and even stop economic progress.

Price controls will become, as they have in the past, an irrational profit squeeze. Without prices and profits as regulators of economic activity, the State will ultimately have to take over the direction of our economic system. Then we shall have lost the free market system that is, I believe, a necessary foundation of our personal freedoms.

The only satisfactory way to prevent cost-push inflation induced by the monopoly power of unions is to reduce that monopoly power. As a first step, some or all of the legal immunities of labor can be removed, and unions can be made subject to the laws of the land that ordinary citizens must obey. The removal of the special immunities of labor unions may accomplish much of the reduction in the economic power of unions that is needed to prevent inflation.

If this first step is not sufficient, the second step would be the development of anti-monopoly laws for unions analogous to the anti-monopoly laws for business. If necessary, it would be possible to limit federations of locals for collective bargaining to a size that does not give them monopoly control of labor and wages in an industry and to prohibit collusion among such federations in economic matters. It may not, however, be necessary to go this far to prevent most wage inflation.

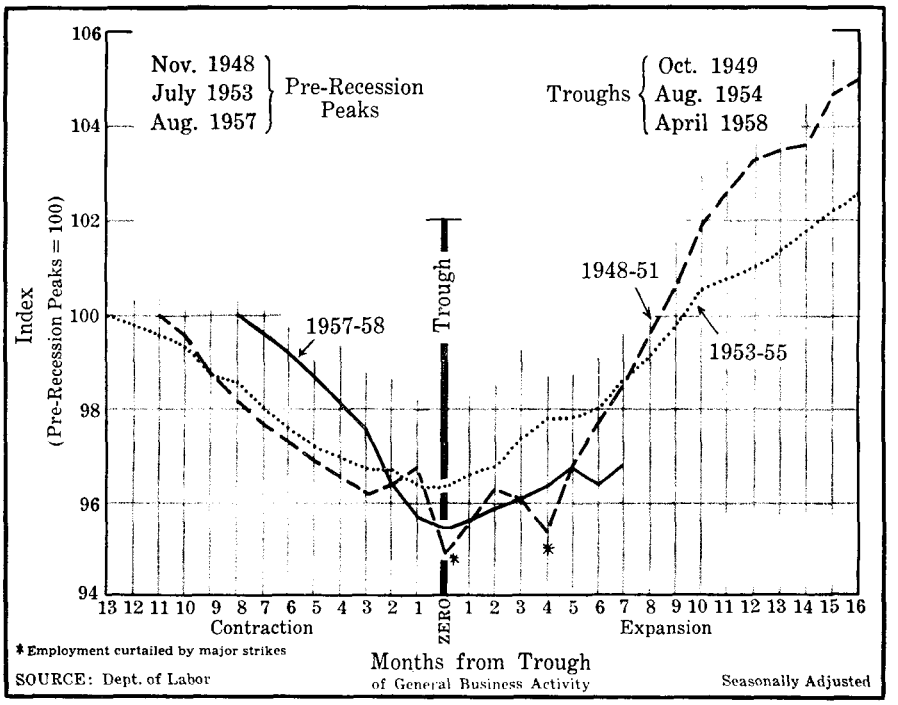
### (6) BIGNESS IN BUSINESS AND LABOR

If a business is big only in absolute terms and not relative to effective competition from other firms and industries in the market, such bigness does not confer much economic power and does not raise serious problems. In fact, if size is the result of growth through superior efficiency and if it makes possible economies of scale, it will bring lower costs and lower prices and benefits to society.

If, however, bigness does confer substantial economic power—sometimes called market power or monopoly power—then problems do arise. Should the big unit be broken up, even if it means some loss of efficiency, so as to dissipate such Power? Should it be subjected to formal government control? Or can we rely on self-interest and the assumption of responsibility so that such economic power will not be abused—with the latent threat of government interference if such abuse develops?

*EMPLOYMENT*

*Of Wage and Salary Workers in Non-Agricultural Establishments*




**SLUMP MEASURE:** This is one of a series of "Scorecard" charts prepared during the recent recession by the Research Division of CED to help its trustees follow the decline and recovery, and compare them with what happened in the two earlier postwar recessions. This chart shows that employment dropped lower in the recent recession than in the two earlier ones, but that by December 1958 began to recover roughly in line with the others, although not as irregularly as in that of 1948-51 when major strikes held down jobs.

These are hard questions. The circumstances vary so much from case to case. The benefits and losses resulting from various solutions are so much in doubt and are appraised so differently by different people. The roles of market competition, of responsibility incident to power, and of government control—the respective roles of these organizing devices in the direction of economic activity—will never be fully resolved and will always require continued study. In this field, doctrinaire analysis and abstract standards are fortunately giving way to concepts of workable competition—competition that in all the circumstances will produce the best economic and social results.

In the preceding section on inflation I sketched very briefly the failure to apply any reasonable standards of economic behavior in limiting the monopoly power of labor. This is an area, it seems to me, in which public policy is clearly deficient and in which the deficiency may have extremely serious consequences via inflation and peacetime price control. The difficulties in dealing with the problem of labor monopoly are compounded by the growing political power of organized labor.

### (7) THE ROLE OF GOVERNMENT IN THE ECONOMY

It is becoming fashionable in some quarters to argue that an increase in government services is more needed than an increase in goods and services supplied by business. There is a growing inclination to criticize the "artificial" wants created by advertising, to decry the "niggardly" attitude toward government expenditures and to accent the positive benefits from government activities.

These arguments have merit in some cases. There are areas in which government expenditures would bring large returns, such as: research to increase the efficiency of small business (as has been done in agriculture), more adequate planning to direct the use of national resources, and possibly additional support for education. Moreover, the list of public services, roads, recreational facilities, etc., which appear to be in short supply because the public has free use of them, can be expanded indefinitely.

The arguments for increased public services cannot be met by slogans or superficial treatment. The arguments should, however, be required to meet the test of benefits to society in excess of costs incurred. Moreover, there is a strong presumption in favor of supply of services by private rather than public institu-

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tions when the issue is in doubt. Private activity is always subject to direct control by consumer demand and by the necessity of covering the costs directly incurred.

At the risk of wounding a sacred cow, I should like to say a word about financing public education. At the elementary and secondary school levels, I have no quarrel with free public education.

When it comes to college and university education, I question whether the tax subsidy to public institutions does not exceed reasonable limits. Our real personal incomes have risen so much that most families are much better able to contribute to a college education for their children than in earlier years. Yet the ratio of tuition to total cost has declined sharply.

It seems to me that our public institutions of higher learning should raise their tuition fees to cover the bulk of their expenses. At the same time, loans should be made universally available to all students to enable them to pay tuition and cover their other costs of education. Such loans could carry a relatively low rate of interest and be repayable after graduation out of income before taxes.

This would have three desirable results: First, private institutions of higher learning could expand and maintain their important role as independent centers of free thought; second, the burden of state taxes would be eased; and third, college education would undoubtedly be more highly valued by the student if he had to pay for it directly.

Like it or not, we have a gargantuan government. The tax take is a quarter of our national product. A fifth of personal income is obtained directly from government employment and government transfer payments. A fifth of our gross national product is produced by or bought by government. A fifth of our stock of capital goods is owned by government. Moreover, the economic role of government has grown rapidly; the percentage share of gross national product produced by or bought by the government today is four times what it was in 1900.

Despite the expanding role of government economic growth has, thus far, continued without deceleration. Those arguing for large expansion of government activity are not much concerned about the adverse effects of increased taxes on incentives for economic expansion. I cannot share their optimism. Tax rates on profits and on higher incomes now exceed 50 per cent. In effects on incentives, it is the increment of tax in relation to income after tax that counts. When tax rates pass the 50 per cent mark, erosion of after-tax income, and thus of economic incentive, proceeds at a rapidly accelerating rate.

"I'm sorry—freight cars only—our passenger-car line has been discontinued."

### (8) ADAPTATIONS TO POPULATION GROWTH AND MOVEMENT

In the next twenty years the population of the United States is expected to increase by one-third. We shall have to provide housing, food, clothing, and other goods and services, both public and private, for an additional sixty million persons.

This increase in population, together with the movement to the suburbs, will mean an unbroken stretch of suburbs and cities extending from Boston to Washington. Before long, the midwest industrial area from Milwaukee to Cleveland will be linked the same way.

The increase in population and the movement to the suburbs will intensify greatly the problems of a pure water supply (already acute), sanitation, air pollution, traffic congestion, proper land use, and the provision of schools, hospitals and other services. The problems of local taxation and finance, already serious, will be further aggravated. There can be no doubt that the increase in population will reduce the rate of improvement in our standard of living.

In our own country, the provision of an adequate, pure water supply will be a major problem. So will the provision of adequate educational facilities. These and other goods and services required by sixty million more people will require careful planning and research, especially in the public sector of the economy.

### (9) EDUCATION

Education is being caught in a multiple squeeze. First, the increase in population and rise in standard of living are causing a big increase in the demand for educational services. Second, education has been a backward industry, technologically speaking. Third, the range of human knowledge is increasing at a tremendous rate. Fortunately, this has brought some simplification as well as greater complexity in science. Fourth, the role of government in international affairs and in domestic affairs is enormously more complicated and critical for our survival and well-being. The level of understanding needed for citizenship is much higher than it used to be. Fifth, the separation of the home from purposeful economic activity, i.e., the relative decline in small agriculture and small business, has destroyed an invaluable educational experience for many children.

Of all the problems and needs in education, the one that I believe is most critical is education for citizenship. I am not quite sure as to just what this involves, but I suspect it means, first of all, education of teachers, preachers, writers, labor leaders, business leaders and politicians in the common ideas that should guide our domestic affairs and our international relations. As some have pointed out, this involves moral education as well as the acquisition of knowledge. In education for citizenship, CED has made and is making a valuable contribution.

Education is a very expensive process both for the taxpayers and parents who foot the bills and for the individuals who devote many years

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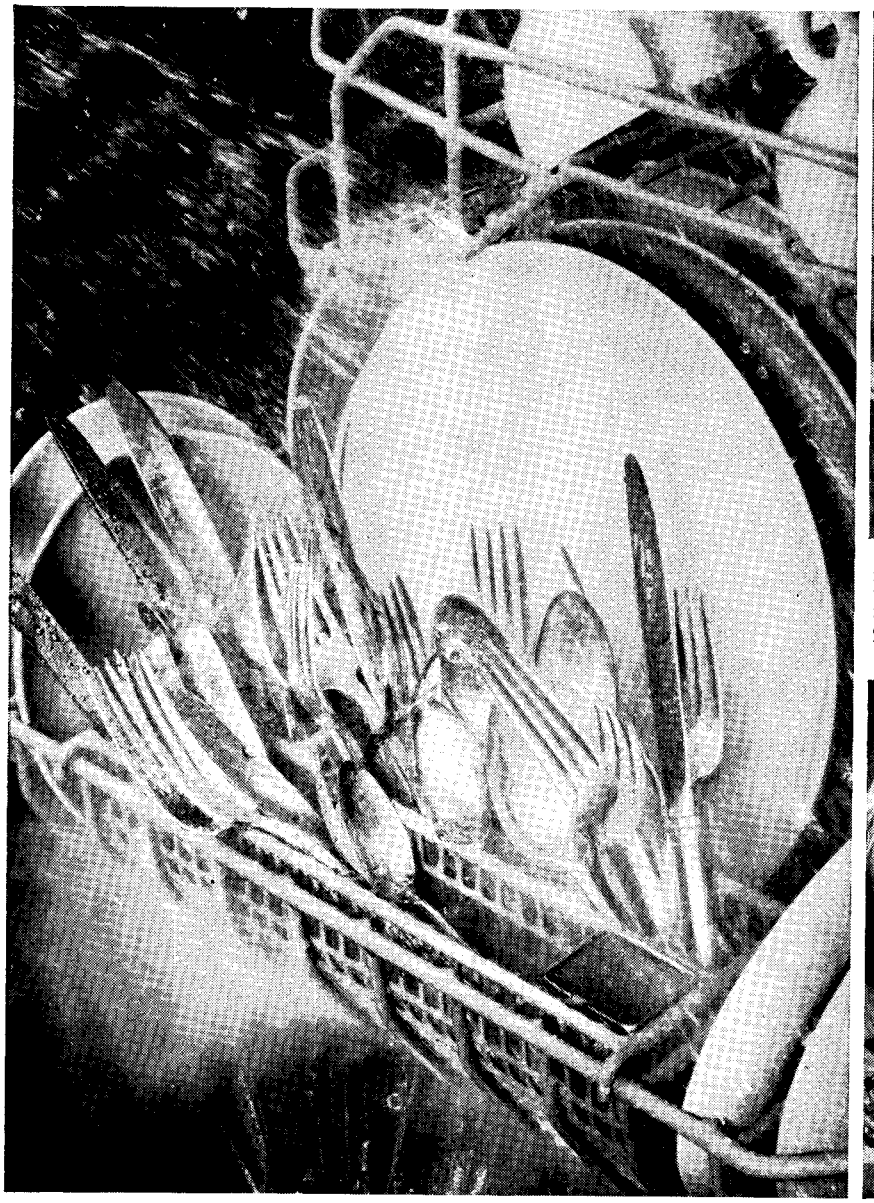
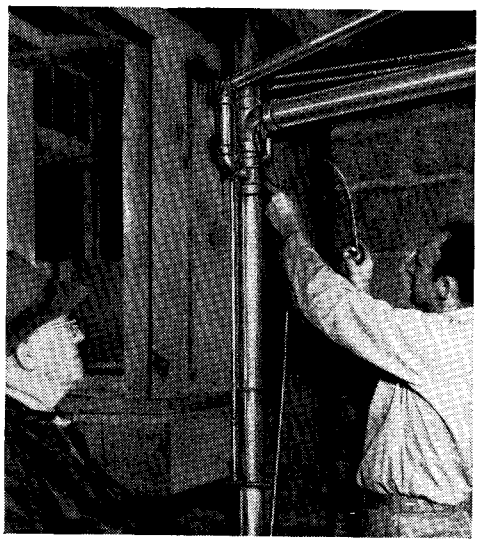
# how metals from ANACONDA affect you personally



**HOTTER WATER FOR LAUNDRY AND DISHES** is now possible from dual-temperature domestic water heaters with tanks made of Cupro Nickel-755. Using this strong, corrosion-resistant copper alloy specially developed by Anaconda, these modern heaters can deliver regular hot-water requirements *plus* super-hot water for laundry and dishwasher at temperatures which ordinary heater tanks can withstand only for short periods.



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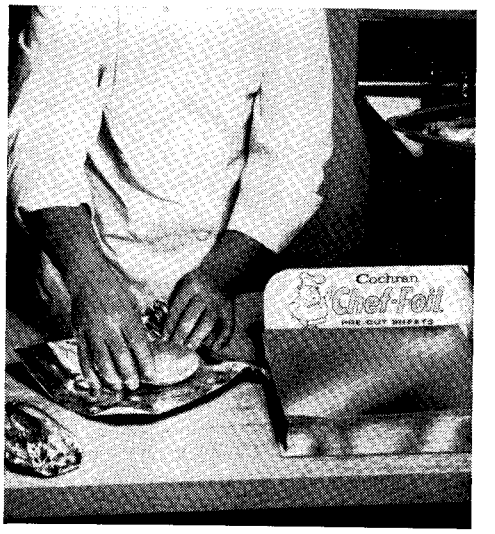


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of their lives to it. Improvement in the educational process would be of great value in reducing these costs.

In education the influence of tradition and of vested interests in the status quo is very strong. It is hard indeed to change the character of the educational process. For these and other reasons the product that we are trying to produce via education has received relatively little careful study and analysis. It seems to me that great economies would be possible and a far better product would result if we would deliberately try to develop in students the basic skills and abilities that are transferable and widely useful in most occupations and activities of life. Among these aspects of education most neglected are (1) the scientific method—especially invention, the process of seeing as well as solving problems, (2) getting along with people effectively, and (3) organization—the marshalling of scarce resources for given ends. These do not correspond to the conventional categories of science; instructional materials are not generally available for these subjects, and they are consequently neglected.

In business, in government, in all organized adult life there are great, unexploited opportunities for education and development of the individual. Why is it so hard to find men qualified for the top jobs? Is it because there isn't enough natural talent? Or is it because we have not yet found out how to discover and develop this talent?

### (10) THE PRESERVATION OF ECONOMIC INSTITUTIONS THAT SUPPORT OUR FREEDOMS

Of all the underpinnings of our freedoms, none is more vital than the free market. The free market dissipates and obviates the need for personal power in the allocation of resources and the distribution of the power. If the free market is superseded by price control, the result will be conflict and chaos that ultimately will yield to dictatorship.

I do not expect such an evolution to be accomplished in twenty years, but if the monopoly power of unions and the political power of organized labor are not checked, or labor does not learn self-restraint, I would expect it in the next hundred years—assuming that we have that many years of grace in other accounts.

This is not a note of despair, but rather a suggestion that we have work to do.

Die-hards trying to protect their preferred position cannot do this work. True liberals fighting for their freedoms can.

**CHALLENGES—INTERNAL**

# BURSTING THE PATTERN

By ROBERT NATHAN

*Mr. Nathan has had a distinguished career as an economist in both public and private service. He held positions of high responsibility during World War II in the War Production Board and the Office of War Mobilization and Reconversion. Since the War he has conducted his own consulting service in Washington, D. C., as an economic advisor to businesses and governments.*

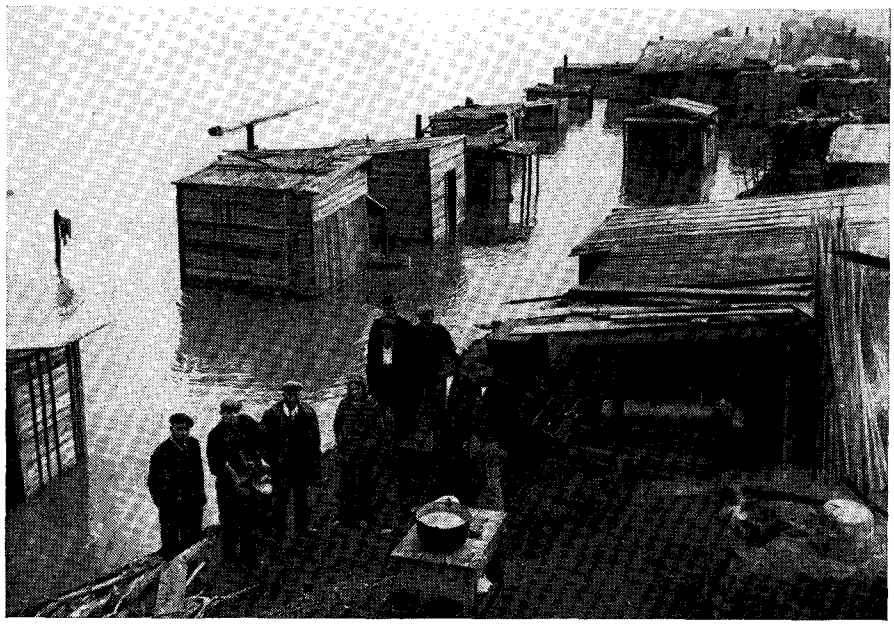
AS WE look back historically, we must realize that prior to a relatively recent period in our economic history, there were two serious deficiencies in the performance of our economy. One was the "boom-and-bust" pattern, which characterized our economic development from the very earliest period. I would characterize the other as a very inadequate provision for protecting the individual from extreme exploitation.

I would characterize our economy as one in which the maximum freedom of play is given to production, to employment, to pricing, and to all the economic activities that are engaged in by the business community. But at the top there is a responsibility by government, now officially recognized in the Employment Act of 1946, for minimizing economic fluctuations and for maintaining high levels of productivity. That is, in a sense, a restraint or imposition by government on a completely free economy. I regard this as highly desirable.

The other limitation on a completely free economy might be characterized as operating at the bottom of the spectrum, setting minimum standards below which the individual cannot be exploited or at which the individual's security is established. This relates to unemployment insurance, old age pensions, minimum wages, free education and matters of that nature.

This is my conception of the successfully functioning free enterprise system.

I would like to first mention two or three points or ideas additional to



—*Wide World.*

**"Hooverville" in 1931: "We will never again experience a decline such as we had."**

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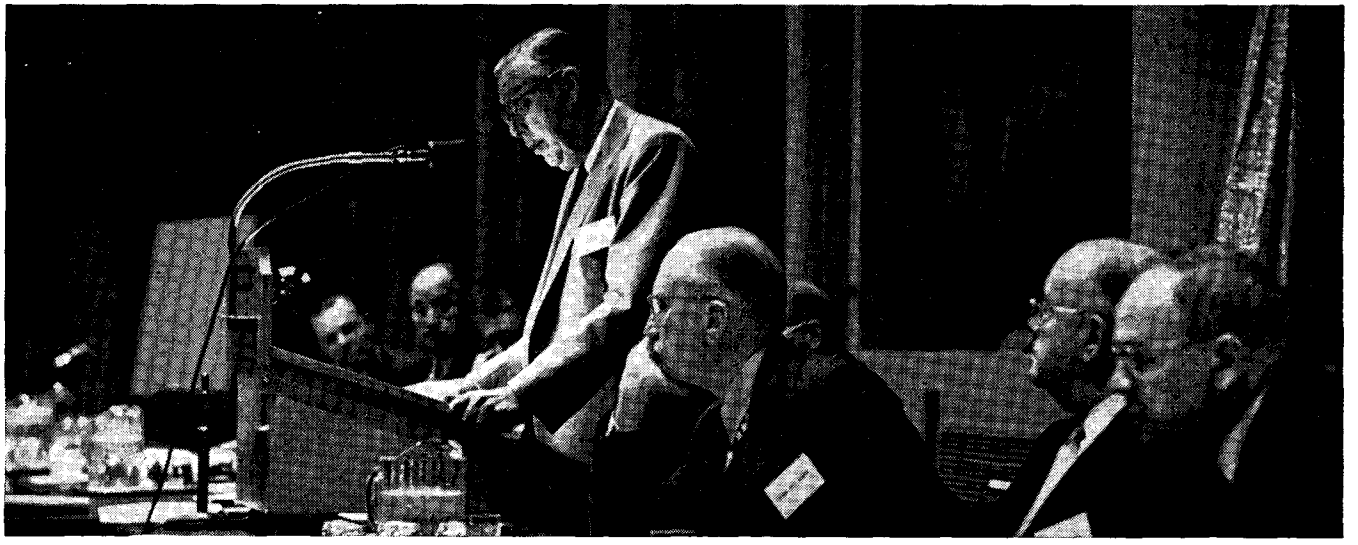

T. V. Houser addressing the CED: "We have seen nearly one-third of humanity slip away from the Western ideal of freedom."

those suggested by Mr. Yntema. First, it seems to me that one of our future problems relates to concentrating our efforts on the preventive as distinguished from the ameliorative or "fill-in" approach to depressions or recessions. We have made tremendous progress in terms of preventing major depressions. I have no doubt that we will never again experience a decline such as we had in 1929-1932. As Mr. Yntema said, we have built-in stabilizers, we have increased knowledge, we have increased understanding, and increased recognition of responsibilities.

We have learned how to stop the decline and to initiate recovery; but we still have a great deal to learn on the preventive side. In the boom periods, we must undertake measures which serve to prevent those distortions which cause the recession.

Even modest recessions such as the three we have had since the end of World War II, are not of divine origin. They derived from circumstances, from relationships, from imbalances during the previous period of high levels of economic activity. In the future we ought to guide ourselves toward preventing those relationships and those developments in boom times which precipitate declines.

Another area which will be one of great importance in the next decade or two is the matter of facilitating the shift of great numbers of people from the agricultural to the industrial sector, without introducing the kinds of rigidity which we have introduced in the past. We should seek and welcome increased efficiency, increased mechanization along with the inevitable increase in the scale of agricultural activity and minimize consequent hardships of farm families.

Another problem—a very important one—lies in the civil rights area. What are we going to do to minimize, from the economic point of view, the waste that derives from the costly and degrading discriminations that we still practice in substantial degree in our economy?

Now in discussing Mr. Yntema's talk, first let me talk about the tax picture. We must be very careful in our economy to avoid confiscatory taxes. Rates can become so high as to destroy initiative and incentive, and obviously that would destroy the whole free characteristic of our economy. I would remind you, however—not in justification of presently high rates of taxes—of the fact that we have had a remarkably high rate of investment, of capital formation, in our economy since the end of World War II, despite unprecedented high peacetime levels of taxation.

Now let me turn to the most important point posed by Mr. Yntema and that concerns the area of inflation.

First, I believe that the degree of emphasis on the cost-push inflation which Mr. Yntema presented is out of perspective. We have had a degree of inflation in the last three years, with many raises in wages relative to prices and relative to productivity. We ought not to translate the entire history of human relationships from the experience of a period of two or three years.

In my honest judgment we are developing a higher level of labor statesmanship in the United States, just as we are in the business community. I do not feel that this is a hopeless area.

I would call to your attention the experience of 1951-1955. Then, we did have higher wages, and we did not have higher prices. The price stability was not all due to farm prices decreasing. We need to study that period more intensively.

I think one of the elements which the business community objects to in labor negotiations is the question of ability to pay. And my convinced judgment is that labor leaders in the United States are not against free enterprise and they are not against profits. Maybe they are against very high profits. And the question is, what are very high profits?

I do think that if ability to pay were recognized by employers as worthy of consideration, we would find that labor's demands would not be such as to destroy the profitability of industry, because I think most labor is for private property and for the free enterprise system.

I think, honestly and frankly, that there is an area which we have to look at at least as carefully as we do at wages—the area of administered prices. There are areas in our economy where pricing has been largely of an administrative nature. There, often, price increases have been excessive relative to wage increases. In some instances employers say that the demand for wage increases is far above productivity. The unions reply that it is true, but it comes about because management took such a big markup on the last wage increase as to bring huge profits and the unions now want to get their share of these very high profits.

Maybe this is irresponsible. Maybe there is irresponsibility on both sides, and we might ask whether one side is not in a better position to exercise restraint than is the other. I do believe that what we need is a thorough, penetrating study of this subject both with respect to the price side and the wage side. The trouble isn't all on the labor side.

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# REDRESSING THE BALANCE

By MEYER KESTNBAUM

*Mr. Kestnbaum is the president of Hart Schaffner and Marx and Special Assistant to the President of the United States. Mr. Kestnbaum has been a trustee of the Committee for Economic Development since 1948 and has been chairman of the CED board of trustees.*

WE ARE all aware of the fact that many of the problems which we face arise from changed conditions in our society, changes which have been brought about by rising standards, by the impact on both government and business of a society that is centered on the individual. This is the justification for our society and probably the most basic argument we have against the kind of society that our great rivals are managing at the present time. Although they allege the state manages society for the benefit of the individual the fact remains—and I believe this is the essence of freedom—that the individual is the best judge of what is good for him. The totalitarian philosophy is that the state is a better judge of what is good for the individual than the individual is.

Now, in those circumstances, and with the pressures for rising standards of living going on all over the world, this country has been conspicuous in its ability to produce those rising standards of living. In fact our economy has been one of the greatest unsettling factors in the world because it has demonstrated through industrial organization and through a philosophy of broad distribution of the benefits of production, that it is possible to raise living standards. Without the model of the United States, I doubt that we would have had the extensive revolutions that have occurred in various parts of the world.

Today Russia and China are trying to demonstrate that their process, aided and abetted by a communist form of organization, is more effective and more productive than the one which we manage. And it is there, in my judgment, that the competition lies.

If we look back on our industrial development, it is noteworthy that one of the first great advances made in our country was the improvement of our agricultural production through mechanization. This had the effect of releasing people from the farm and making them available for industrial production.

We are now at the stage where as a result of technological progress we are rapidly releasing people from industrial production in order to make them available for the vast quantity of services that are needed for the proper development of our society. These services include education, government, recreation, travel, the whole host of health services, including medical care and many other services which cannot usually be organized under a system of mass production.

Much of the discussion of productivity fails to take into account the fact that less than fifteen million people engaged in manufacturing produce all of our manufactured goods. The activities of most of the sixty-four million people employed in our country are related to services rather than to the direct production of goods.

I think it is unfortunate that in labor-management discussion relating to wages so much of the limelight has been focussed on those areas where increases in productivity are possible without regard to the fact that in many important areas—I refer, of course, to education, medical care, and even retail distribution—the opportunity for mechanization is greatly limited.

Our failure to recognize this is responsible for much of the inflationary pressures. Increases in wages in certain industries can be justified by improvement in productivity, but when these wage increases influence others in areas where comparable productivity cannot be achieved, the inflationary impact is very great.

Any realistic appraisal of our economic problems, it seems to me, must recognize that while we are demanding more and more in the way of services, many of them can be furnished only by government. I think we have no choice in this matter. If, as Mr. Yntema has pointed out, we are going to manage our land and water resources, and do something about air pollution, we simply cannot evade the cycle of enlarged governmental services.

This does not necessarily mean a constant increase in government expenditures. I should like to point out that government expenditures are quite complex. They include not only the defense establishment and the kind of services that are constructive and healthy and important for government to render, but also certain types of services which could be rendered more efficiently by private means. In some cases services which are rendered represent very large errors in public policy. I would point to our agricultural policy as one of the major areas in which a large degree of error has imposed millions of dollars of costs without effectively meeting the problem to which the efforts are directed. This is one of the most serious errors, as I see it, in government policy of the last few decades.

The government must preserve a favorable climate in which business can operate, it must encourage the private sector to perform its functions well, and it must use its influence to restrain inflation. In doing so it can contribute a great deal by recognizing first that efficiency in government is one of the goals that has always been talked about and has almost never been achieved. Every conscientious public servant who has come into government with a desire to improve his department and increase its efficiency has been frustrated by obstacles that have been put in his way.

I WOULD say categorically, on the basis of some firsthand experience, that if we really were determined to make our government more efficient, and we were willing to undertake the education of our citizens to this end, we could relieve some of the political pressures and bring about savings in expenditures, without diminishing any essential services, of eight or nine billions of dollars annually. The possibility of such savings is important enough to demand the attention of all good citizens.

If we are going to provide more adequate and more effective govern-

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ment services without burdening the economy with disproportionate costs we must achieve greater efficiency in government. We must exercise better judgment in connection with the public programs that are adopted, and we must find more effective methods of dealing with the special interest groups that press for programs which are not always in the national interest.

As Mr. Yntema has pointed out, the government spends 20 per cent of the national income. We don't have too much latitude left before we encounter real difficulties.

I believe, if you were to poll responsible businessmen, that they would regard the number one problem of business as the problem of inflation. Business does not always distinguish between monetary inflation and the kind of inflation that comes about through the cost and price spiral. In my judgment the area in which business has shown the greatest competence in offsetting inflationary pressures is in the area of increased productivity, through better organization, through advancing technology and through increased investment in plant and equipment.

I would question whether business has done all it can in encouraging responsible leadership on the part of the trade union movement. The inevitable play of pressures and resistance have somehow made this a tussle in which there appear to be conflicts of interest when, as a matter of fact, wise businessmen and wise labor leaders recognize that there is no real conflict of interest, that actually there is an identity of interest. I believe that this view can be encouraged and developed with a more sympathetic approach on the part of our leading business institutions.

After all, one thing that Mr. Nathan said is certainly true. The trade unions may quarrel with business about profits, but every trade union knows that a profitless business enterprise is one that is hard to deal with. If we destroy business profits, labor will have to deal with government, and when labor has to deal with government as the sole employer all I can say is God help them.

I suggest that business has sometimes failed to distinguish between wage rates and wage costs. The American economy was built on a high-wage philosophy. I still believe in the high-wage philosophy. I think most businessmen do. The art of business management lies in making certain that high wage rates are translated into higher productivity. Very often the dispute has been on the wrong point, on the wage rates rather than on the fundamental costs.



# MONKEY WRENCHES WITHIN

By W. ALLEN WALLIS

*Mr. Wallis is the Dean of the Graduate School of Business at the University of Chicago. During the war he made major contributions in the development of statistical methods for the solution of military and technical problems. Since then he has been carrying on at Chicago an imaginative program for improving business education.*

IT is a curious and striking fact that when challenges to the American economy are mentioned the specific examples that come to mind are more properly called threats than challenges. Thus, we hear much about the dangers of labor monopoly. We hear about taxation that stifles incentive and directs energies into nonproductive channels. We hear about special privileges to certain industries, regions, or occupations that burden the rest of the economy. We hear about the menace of inflation.

But these, and many of the other difficulties of which we hear much, seem to me to be threats, not challenges. A threat, to my mind, is something negative, that may curtail, hamper, or impede the economy. A challenge, on the other hand, is something positive—an invitation or a goad to new undertakings, to expansion, to further accomplishment.

This insignificant and pedantic matter of terminology points up something significant and substantial about the American economy, and especially about American attitudes toward the American economy. The fact that most of the problems we recognize as confronting our economy today are threats and dangers rather than challenges and opportunities reflects, I think, the enormous confidence we have in our economy. Implicitly, we take it for granted that our economy is capable of infinite prodigies. We take as hardly more than a striking way to put a familiar fact Fabricant's

**"But I thought my American Express credit card covered everything!"**

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extrapolation that our economy is headed toward an average family income of $25,000 per year within the lives of our own grandchildren (or even within the lives of the children of the youngest and most virile of active businessmen). Some people even take for granted something that in fact is fantastically beyond the capabilities of our economy, namely the provision of enough capital to the rest of the world to raise the material standard of living of all humanity to our own level. No one seriously doubts the ability of our economy to toss multimillion-dollar spitballs at the moon while simultaneously converting most of our air transport fleet to jets—and all of this while raising our standard of consumption rapidly, reducing the number of hours worked, and expanding education and research. Most of us are confident that there will never again be a depression like that of the 1930s, the 1870s, or the 1830s—or even like that of 1921 or 1938. Our confidence in this proposition about depressions is, in fact, now so great as to be almost comparable to the confidence attached to the same proposition thirty years ago.

You understand, I hope, that I am not myself accepting without qualification the foregoing propositions about the miracles our economy can perform. Indeed, I have deliberately exaggerated and caricatured a bit, in order to sharpen my point, which is that even these prodigies are commonly regarded not as challenges to our economy, but as matter-of-fact descriptions of what it can and will do—what it can and will do if no monkey wrenches are thrown in the machinery. To put my point another way, the fact that we seldom worry about challenges, but only about threats, reflects supreme confidence that we have a champ who will do more than we would ever dream of, and who needs only to be protected from poison, booby traps, and lilliputian shackles.

Now it seems to me that the greatest and the most profound challenge faced by the American economy currently is that of rising above these threats of monkey wrenches from within. If we examine the most serious threats to the economy, we find that almost all of them, whether they relate to laboristic policies, to unsound taxation, or to deleterious regulations, are manifestations of a single underlying point of view. Characteristic of this point of view is the idea that activities carried out by business in pursuit of profit are at best narrow, selfish, and only inadvertently socially useful, and more often are dishonest and socially harmful; and that, on the other hand, activities carried out through the authority of the government are wise and socially beneficial. A man who makes his career in business is regarded as somehow less exalted, less admirable, less devoted to his fellowman than one who enters science, the arts, the learned professions, religion, education, skilled crafts, or—above all—government.

Furthermore, participating in business is widely regarded as constraining the human spirit, as deadening the moral, esthetic, and intellectual sensibilities. Business is contrasted unfavorably not only with writing or painting on the left bank of the Seine, but with just about every other activity.

Very few people, at least among those likely to be taken seriously, would acknowledge explicitly such views as I have described. But I submit that deep down, and even near the surface, most people regard business as dehumanizing to those who participate in it and as antisocial in its effects on others. Certainly this view pervades our literature. And this view is widely held despite the extraordinary accomplishments of the economy during the last century and a half and despite the almost universal assumption that the economy will accomplish even more in the next century and a half.

It may seem that I have picked the wrong audience for belaboring this point. Perhaps so. But ask a successful business leader what is his greatest pride in his business career. Is he likely to make some such claim as that the achievements of his firm have added one one-hundredth of one per cent to consumer incomes? That, incidentally, would be a colossal contribution to human welfare, of a magnitude rarely achieved by an individual, equivalent to distributing

# Balancing the Balance

By BEARDSLEY RUML

I THINK the fiscal and monetary and credit problem of the United States is of paramount importance. I don't think that we have yet found an alternative, if you want an alternative, to the gold standard that was abandoned in 1933.

I would like to make you sensitive, in this connection, to two very critical problems that have to be faced. They are not new. They are a couple of concepts in the public mind that are extremely difficult to handle, and you can all help according to your own conscience and your own wisdom.

One is the expression known as "balancing the budget." The other is the word called "inflation."

The fact of the matter is that neither of these terms has any substantial meaning. When we talk about balancing the budget, we really don't know what the budget is. It certainly is at least two things. One is a device for the anticipation of what an administrative officer will do with funds under his control, and make him account for them when the period is over. The other is whether or not the budget does or does not contribute to inflationary or deflationary pressure.

The two things have little to do with one another. The public is in favor of balancing the budget on ground number one, and it is uninformed with respect to ground number two—as are we. And I say, "as are we," because we don't know what the term "balance" means.

When we are talking about the budget in either sense, we are referring to the budget that is currently produced as a document by the federal administration. The ramifications, however, go far beyond that document. Let me illustrate. Fifty per cent of the interest on the short-term debt, for example, is instantly earmarked to be paid back in taxes during the following twelve months. Now this is a very different type of expenditure, from the velocity point of view, than disbursements with respect to wages and materials. I'd call your attention to that fact that the funds appropriated and used for the purchase of land for rehousing is recovered, at least in part, as a capital gain from the people who sold the land. We just don't know to what extent. These are the kinds of questions related to velocity of payments on both sides of the budget that need to be looked into.

Those of you who are trustees of foundations, and find opportunities to get studies made along this line, will perform a great service in supporting independent studies of such questions.

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to the population at large roughly 25 million dollars a year. But in my limited experience the answers not only are not like that explicitly, which I would hardly expect, but they are not like that in the sense of mentioning anything remotely bearing on the important social contributions of the business. Instead, the answers relate to cafeterias or Christmas bonuses for the employees, harmony with unions, or large contributions of time and money to worthy causes, such as universities. The last is something I heartily admire and encourage, of course; what disturbs me is the idea that directors and officers might consider supporting education and other worthy causes their only, or even their major, contribution to social welfare.

It is easy to see why the social contribution of business is so generally underestimated. The reason is that understanding the social consequences of a business economy is an intellectual task comparable with understanding the solar system. Indeed, the real genius of our economic system is that for a business to be socially useful it is not necessary for the management to understand the workings of the economy as a whole, or for them even to understand what is socially useful. Similarly, it is not necessary, or even helpful, to examine the management's social conscience. If Adam Smith were still alive, and had been observing the economy continuously since 1776, he would still have to say, as he said then, that he had never known much good to be done by those who affect to trade in the public interest. To understand how the public interest is served by those who trade in their own private interests, and to judge what institutional arrangements will make this more true, requires a great deal of observation, study, and thought. Businessmen themselves seldom have time for this kind of analysis; they are, quite properly, too busy doing business.

Unless there is far more widespread comprehension of how the economy ticks and what makes it tick, it is inevitable that our economic machinery will have to absorb a steadily increasing stream of bigger and bigger monkey wrenches. These monkey wrenches in the machinery, however well-intentioned, will slowly but surely arrest the prodigious flight of the economy and bring it gradually down to earth. We see this happening before our eyes in England, as it happened in France earlier, and in Spain and Italy before that. The greatest challenge facing our economy today, therefore, is to get itself well understood right here at home.

**CHALLENGES—EDUCATIONAL**

# GOVERNMENT AND THE CITIZEN

By MARION B. FOLSOM

*Mr. Folsom has served the Government as Under-Secretary of the Treasury and in other capacities, but perhaps is best known as Secretary of Health, Education and Welfare, from which Cabinet post he resigned last summer. Mr. Folsom was one of the founders of the Committee for Economic Development in 1942. A former treasurer of Eastman Kodak Company, he is now a member of its board of directors.*

AT THE moment, when we are leaving the recent recession behind us and the nation's economy seems likely to progress to even greater heights than in the past, it is timely to take a broad look at the nation's long-range needs and objectives.

At the turn of the century about half of our labor force was required to provide the necessities of life—food, clothing, and shelter. Today, only a fifth of our labor force is required to provide these necessities. Our median family income before taxes, in terms of today's dollars, has increased nearly 60 per cent since 1929, and we expect that in the next ten years the average family will gross an additional $1,500 a year—again in terms of today's dollars.

Obviously, larger and larger sums are becoming available for purposes other than the bare necessities of life. How can we best utilize this growth of income in our expanding economy?

Should we direct an enormously large share of this additional income toward more and better goods and services? Most people would agree that more goods and services bring the most immediate satisfaction, and certainly we will continue to press forward in this way. But doesn't our society allocate too large a share of its resources for those things which bring direct and tangible returns, here and now?

We spend heavily for material things, but do we invest enough in the intellectual, moral, social, and physical development of the men and women of our society? Would not our country progress faster and more surely with a more foresighted attitude toward investment in health and education, in fundamental research, in improving the functioning of government, in bettering the relations among people, and in artistic and cultural developments?

Of course, I am aware of the large amounts that are spent today for social progress of this nature, but I believe we should increase our expenditures for these purposes at a faster rate than we have done. The technological improvements which have done so much to boost the output of industrial production can have but little effect on the output of human services, such as teaching, research, medical care, or social work. In general, a teacher or doctor or social worker can serve no more persons than twenty or thirty years ago. Thus, unless we devote an increasingly larger percentage of our available resources to these areas, we cannot hope to match our industrial progress with social progress.

There are many specific fields where

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—*Monsanto Chemical Company.*

**Dr. Arthur Schlesinger, a research chemist: "Investment in basic research pays large dividends."**

greater attention is needed if our society as a whole is to progress as it should. Two of these fields—research and education—I believe are particularly important today.

A recent study indicates that expenditures for research and development have increased about thirty times since 1940—from about a third of a billion in 1940 to about ten billion in 1957. Most of our research, however, is applied research—applying existing knowledge to new industrial techniques or new products. This type of research, of course, has brought about the amazing technological developments that have given this nation such a high standard of living. But we should keep in mind that applied research builds upon and exploits the knowledge first developed by basic research. And that is where we particularly need increased emphasis—*basic* research.

Now, just what do we mean by basic research? Perhaps a concise definition would be—the search for pure truth and knowledge. Basic research may lay the groundwork for profitable applied research, or it may yield no dividends at all in any special way at any particular time or place. The person doing basic research does not concern himself with the application or usefulness of the new light he brings to the world. He is like the scientist whom a British prime minister found busy at work one day on a seemingly obscure experiment.

"I say," asked the prime minister, "what are you making there?"

"I don't know," the scientist said, "but sooner or later you'll find a way to put a tax on it."

Each discovery of new knowledge fuels the process of acquiring still more new knowledge. Each step forward has its own virtue, frequently uncertain, but always of consequence in terms of far reaching benefits.

That there is too little basic research has been emphasized by President Eisenhower, who pointed out, for example, that more than 90 per cent of research and development expenditures by the Federal government have gone for applied research. Only a small fraction of Federal funds, the President said, "are being used to stimulate and support the vital basic research which makes possible our practical scientific progress."

Some of the long-established industrial research laboratories have shown that investment in basic research pays large dividends, and there is now a healthy trend toward greater investment by industry in basic research.

In addition to the need for greater emphasis on basic research in general, there are specific fields where increased research efforts are particularly urgent. There are great disparities between the actual or potential cost of some problems of our times and the amount we have been willing to invest to learn more about their causes and solutions. I would like to cite just a few fields where this disparity is greatest.

We are spending billions of dollars to develop atomic and nuclear power and to adapt this power to weapons of war to keep our country safe from aggression. But we need to invest more for research into the nature and extent of radiation *hazards to health.*

As another example of this disparity, we are readily investing additional billions in badly needed new highways. But over 40,000 people were killed on our highways last year, and research to learn more about the fundamental causes of highway accidents, and to find more effective ways to reduce this suffering and terrible waste of life, is on a very small scale indeed.

As a byproduct of our technological achievements and urban growth, we are fouling both the water and air around us at a disturbing rate. Pure water and pure air, it seems, should be the birthright of every person in the country. And yet, unless we invest more in research and conservation in this field, we are threatened with a lack of pure air and water for our own generation, to say nothing of generations yet to come.

We spend billions of dollars every year for immediate relief to needy persons, but we invest only a pittance in research to find out more about the causes of poverty and ways of leading needy families to a more productive and a more satisfying independent life.

We express great concern about the growing problem of juvenile delinquency. Over a quarter of a million children under 18 were arrested last year, and we spend vast sums for courts and jails and other facilities for handling them. But the children only reflect, in one way or another, the attitudes, standards, and morals of the homes and schools and communities in which they grow up. What in our society is causing the disturbing increase in broken homes and juvenile delinquency?

We are spending more than $19 billion a year for education, public and private. Yet we invest less than one-tenth of one per cent of that sum for research and fact-finding to learn more about the problems of education and to seek improved methods of education.

These are a few random areas where additional investment would pay great dividends in the long run. All are fields concerning the health and welfare of man himself. Although dividends from research in these fields are difficult to measure in terms of dollars and cents, I suggest that this type of research is equally as important as research aimed at increasing our material standard of living.

For example, what could be a more

—*Ewing Galloway.*

**Prep school students: "Children reflect the attitudes of the homes."**

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rewarding payoff than the results of our long-term fight against poliomyelitis? For many years, millions of persons contributed money without knowing when or whether victory would be achieved. However, they took the long view, and because they supported their vision with action, the scourge of polio is now on its way out, and man has chalked up one more triumph against pain and disability.

Yet, research in most fields related to man's social welfare, including medical research, has been given far too little attention. Only in recent years has our society begun to make a substantial investment in medical research. Expenditures for this purpose have increased from less than $100 million in 1948 to about $330 million a year ago. But we are only beginning to scratch the surface of some of the really difficult problems.

One danger to be avoided in medical research is too much concentration on treatment and too little on the fundamental nature of the disease—its cause and prevention.

A governor addressing the national governors' conference earlier this year said he had asked his legislature for a quarter of a million dollars for research in mental health and had been refused. Yet, he was convinced that if he had asked for $5 million for institutions to care for the mentally ill, his request would have been granted. This, I think, may be typical of our tendency to concern ourselves too much with immediate, direct, foreseeable results. We still fail to recognize sufficiently the tremendous long range value of investment in the search for *knowledge as such.*

In spite of the demonstrated benefits of medical research for human welfare, only three and a third per cent of our total research expenditures are for health and medical problems. Surely the health of the people deserves a larger portion of our investment!

But even if more funds were available, progress in medical research is limited by a lack of highly trained research scientists. We have been plainly short-sighted in our support for medical schools, which train both the scientists for research and the physicians who bring the fruits of research to the people. Today, a physician must serve as many people as he did thirty years ago, and with our booming population, it appears as if he may have to serve more in the future.

Teaching facilities in many medical schools are already overburdened. Much of their equipment is outdated. Many schools are critically short of funds even for current operating expenses, to say nothing of increased resources needed for medical research and the great expansion needed to provide adequate medical service for our growing population in the years to come. Good progress is now being made in meeting the requirements for *research* facilities through the matching grants being given by the Federal government. This program, however, should be expanded to include matching grants for *teaching* facilities, as the President has recommended.

There is another, far-reaching area where study and research is needed. This concerns our international relations.

We are learning that, as this world becomes smaller and smaller, we must become more willing to share our wealth and knowledge with other countries in the world. But to be well-intentioned and generous is not enough. We must learn how to live with others without inciting animosity toward us because of our wealth and power. It is this area—the arena of human relations—that requires the supreme test of wisdom. And I believe that we should invest in more fundamental investigation which may shed light on how we can carry out our peaceful role in the world without being made the victim of our own virtues.

Is this a matter of basic social research, or one of education? Perhaps both, but I think the place to make this type of investment is in our educational institutions.

Education shares a prominent place with basic research as one of the most useful long-range investments to which we should divert a larger share of our expanding resources. Sound education is essential if we are to continue our free way of life. As Thomas Jefferson once said, "If a nation expects to be ignorant and free in a state of civilization, it expects what never was and never will be."

Although we are all concerned over certain deficiencies in our schools, I do not believe we need to alter our basic concepts of the meaning and purpose of education. We should not swerve from our fundamental conviction that the purpose of education is to enable *each* individual to achieve his own highest potential in a free and democratic society.

This debate over the relative importance of so-called academic subjects versus practical subjects is at times disturbing. We cannot concentrate all our efforts on either academic *or* practical subjects, as there is need for improvement in *both* directions.

So . . . this means that for those young people who are gifted, we should provide more challenging *academic* courses and set higher standards for intellectual achievement. And for young people who have other aptitudes, we should provide *practical* courses of vocational and technical training. We need to provide the education that will help each individual to attain his or her highest potential.

Now, the question is—are we providing this type of education? And are we prepared to offer it to young people in the years to come?

In answer, let me point out that our public schools are short *this year* by more than 125,000 classrooms and by 135,000 qualified teachers. Less than four per cent of our gross as low as $2,500.
is expended on education, and this percentage has not increased appreciably since before World War II.

Symptomatic of the low priority placed on investment in education are the low salaries paid to teachers. College teachers average only a little more than $6,000 a year, and in elementary and secondary schools in twenty states, the average salary for teachers ranges somewhere below $4,000—down as low as $2.500.

Since 1951, school enrollments have been expanding at

—*From "Herblock's Special for Today (Simon & Schuster).*

**"Be Sure to Give Mine Special Attention."**

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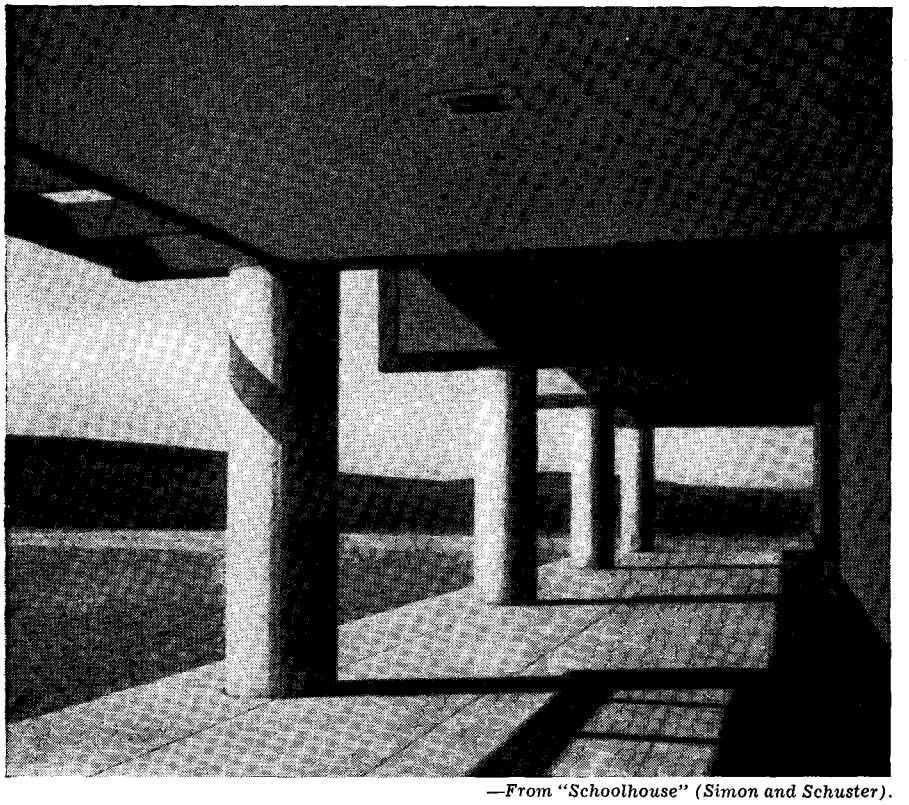

—From "Schoolhouse" (Simon and Schuster).

White School, Rio Vista, California—"needed—a stimulus."

an unprecedented rate. This is the result of the upsurge in birth following World War II, and these post-war babies will begin to reach the colleges in the mid-1960's. The number of youths of college age in 1967, for example, will be 50 per cent larger than it is today.

The President's Committee on Education Beyond the High School, in its report last year, indicated that more than a quarter of a billion dollars was needed to bring faculty salaries into line and one-and-a-third billion dollars is needed each year between now and 1970 to provide the physical facilities required by colleges and universities.

The sum total of funds needed for our educational requirements is staggering, and the question as to where this money will come from is one that should concern all of us. With this kind of financing to be done, it would be entirely unrealistic to expect any one group to shoulder the load.

Of course, state and local governments which have the prime responsibility for education will have to invest more in their public schools.

But some of the decisions to direct more money for education will have to be made by millions of individuals and families, acting in many different ways in their own lives and with their own resources. For some families, this may mean less emphasis on immediate comforts and more emphasis on education.

Some of the support for education will continue to come from alumni, friends, and the great private foundations. And business and industrial corporations are giving increased support to education—not only for their own employees, but for the community and country as a whole. Yet, private business can and should do much more.

In fact, each of the sources I have named must extend its investment in education to a greater extent than ever before. But even if they do, I believe we must still look to a further source to assist where necessary—namely, the public.

There is nothing new about this idea. For example, colleges and universities have traditionally been subsidized by the government—through exemption from real estate taxes, as well as many other more direct ways. This is as it should be, as the *entire nation* benefits from an educated population. And furthermore, I don't see how we can pay for the education that we as a nation need, without digging into our collective tax pocket.

I believe the National Defense Education Act, which was passed during the closing days of Congress this year, is a good example of the appropriate role of the Federal government. As the first real program of Federal aid to education, it provides leadership and encouragement without creating dependency upon the Federal government as a source of financial support.

It has three major objectives:

First, to reduce the current loss of able manpower from our schools and colleges. It may surprise you to know that about half of our very ablest youth do not go on to college, and an appalling number don't even finish high school.

The second objective is to encourage increased emphasis on the basic studies of mathematics, science, and modern languages.

And the third, to help increase the supply of critically needed teachers.

IF CONGRESS appropriates the full sums authorized by all features of this act, it will inject a stimulus of about a billion dollars into our schools and colleges during the four-year life of the bill—a healthy shot in the arm, to be sure. Yet it will increase the amount we currently spend on education by less than two per cent.

Most provisions of the act are based on matching funds from the states. This and other built-in stimuli are certain to result in increased local and state support for education. The act is an example of truly constructive Federal leadership—leadership without domination—stimulation without suffocation.

I have tried to point out two areas that are fundamental to human progress which need additional investment in the years ahead—education and basic research in the physical, biological, and social sciences. Thanks to advances in productivity, we will have an increasing amount of resources to invest. But it will take careful and foresighted planning to divert a sufficient proportion of these resources to the channels I have mentioned. The rewards of these investments are generally intangible and long range. We must have the vision to see how vital these investments are to our nation's progress in the years ahead.

It is a matter of planning and looking ahead. We *must plan now* for increasing investment in these far-reaching fields.

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# FOREIGN ECONOMIC POLICY —FOR WHAT?

By THEODORE W. SCHULTZ

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WHEN economic stability is on our policy agenda, the discussion soon gets down to substantive issues. There are meaningful objectives, i.e., a high level of production and a stable level of prices, and it is generally agreed that fiscal and monetary measures are the major appropriate means. There, also, is a fairly useful body of economic knowledge on which to draw. But when the discussion turns to foreign economic policy, it lacks focus because it is not at all clear what it is we are trying to achieve, what public and private measures to use, and, accordingly, what the substantive economic issues are all about. Each discussion is on an ad hoc basis, whether it pertains to lead, zinc or oil, or to make a loan to India, Japan, or Brazil, or to grant economic aid whatever the purpose. In this kind of a setting little or no use can be made of even the limited economic knowledge that is at hand and relevant.

Foreign economic policy has lost its well reasoned intellectual core, based as it was on classical theory, international division of labor and the rewards from trade. Many now look upon it mainly to strengthen our defense and military posture; others see it as a means to reduce the inequalities in income among countries. Its role in increasing the income and wealth of a nation is no longer the main ingredient which once made it the famous intellectual and policy dish. It has become succotash at its worst.

It is not my intention to outline a foreign economic policy that would best serve the national interest of the United States at this stage of its history. To do so would go far beyond my insights and competence. There are, however, so it seems to me, some elementary considerations on which we are badly confused and on which I might venture some comments in the hope that they may be helpful in clearing away some of the ambiguities.

My task is either easy or virtually impossible. It would not be hard if I were to restrict myself to private international trade and to the advantages that are to be had from an international division of labor in world production, integrated and maximized through trade. It would be most difficult, however, if I were to take into account all of the foreign economic activities in which our private and public agencies are presently engaged. It may be foolhardy but I propose to explore the second of these. I can only hope that that does not prove to be the case.

Any one can make a long list of the pieces of legislation related to trade and of the programs that involve the United States in foreign economic activities. But I would be surprised if anyone could infer from such a list, or from other insights that he has, an answer to the question: What is the central purpose of United States foreign economic policy? Surely it is not designed to increase the national income of the United States. Nor is its primary objective to achieve economic stability for ourselves and for those countries who are dependent upon us through trade. Let me, also, note in passing that we do not formulate our domestic fiscal and monetary policy with an eye on how it affects the economic stability of other countries. Nor does our foreign economic policy concentrate on economic growth either at home which would take us back to increasing our national income, or of countries abroad.

It is of little wonder, then, that we do not find in what is being done a guiding principle that will serve as a standard of judgment. In terms of objectives, principles, and tests of performance, the phrase "a foreign economic policy," has become an empty box. Yet, when one beholds all the public and private activities that go under this label, it has become a Pandora's Box.

It might, of course, be said that the particular economic objectives that I have mentioned—national income, economic stability and growth—are quite beside the point, that they are mere pawns in the power politics that now characterizes the international scene, and that the central purpose should be and is our national interest. Unfortunately, however, a mere appeal to something that we call the national interest does not tell us what we should and what should not do in the area of foreign economic policy. No one among us would wittingly recommend economic policies that were contrary to our national interest; nor would anyone be indifferent about it; on the contrary, each of us would want our foreign economic policy to make the maximum contribution that it is capable of to our national interest. But, merely looking at these issues in the small, will not give us the perspective that is needed. Marginal analysis is not the apparatus for this task for if we rely on it we are likely to find ourselves climbing a mole hill that hides the mountain we want to scale.

We need a theory of the national interest that will do two things: (1) provide us with concepts to deal with (analyze) power, plenty and other variables; and (2) indicate the relationships among them. Suppose we had a meaningful concept of power. Do we want only power and should all else including our foreign economic policy solely serve that end? Or is our goal power and plenty, and only these? Or is it power, plenty and "philanthropy"? The national interest, as I see it, is a comprehensive goal

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*a New Idea for a New Era*

# THE HIDDEN REVOLUTION

Historians may someday label the mid-twentieth century as the time of The Hidden Revolution. For, subtly and almost unobserved, the rapid pace of scientific and technological change has created an environment that is almost too complex to understand . . . and too big to control. The symptoms are clear. Automation, atomic power, artificial satellites, mechanical brains and moon shots give evidence of man's increasing mastery over technical affairs. Yet this is also the time of bureaucracy, bigness, the organization man, conformity, "groupism" . . . and *passivity*. The central question of our time is: *will man be the beneficiary or the victim of his own achievements?* "Man, having conquered the physical world, has failed to conquer himself," says Nehru. "That is the tragic paradox of this atomic and sputnik age". Yet it need not be. For, it is still the time of the free individual . . . and the sharp, clear ring of his free intelligence is our one real hope of meeting the challenges of this new era. We must somehow isolate and identify the problems that face us . . . and encourage people to think and talk about them. That is the challenge. And Nationwide Insurance believes that business leadership must share the responsibility for meeting this challenge. That's why Nationwide currently is sponsoring a one-a-month series of special radio documentaries, "The Hidden Revolution", with Edward R. Murrow. That's also why Nationwide has prepared, in cooperation with faculty members of Ohio State University, a series of discussion guides on these issues. We hope that "The Hidden Revolution" will help bring the complex issues of our time into focus. For Nationwide believes that *once the problems are known, the ideas to solve them are sure to follow.*

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**SR RECOMMENDS:**

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RICH LAND: AND POOR. *By Gunnar Myrdal. Harper, 1958.*

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CAPITAL FORMATION AND FOREIGN INVESTMENT IN UNDERDEVELOPED AREAS. *By Charles Wolf, et al. Syracuse University Press, 1958.*

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that can be served by power, plenty and "philanthropy." Nor do I wish to imply that these three exhaust the things we do that are directed to serve the national interest, although I shall restrict myself to these in this paper.

I must simplify greatly. By power I mean the armed forces and the military establishment in being and ready to serve a nation; by plenty, national income and wealth and, by philanthropy, I mean, national contributions to another country consisting of useful knowledge and of other cultural assets of value to the receiving country. Each of these has a meaningful objective, be it to strengthen the armed force that may serve us, or to increase national income.

Much of the confusion in this area, I am convinced, has its roots in our not having a clear conception of each of these major objectives, and, more important, not having thought through how they may be related one to another in serving the national interest. I shall restrict myself mainly to the underlying relationships. On substantive issues, I shall have little to say except as these are revealed and appear relevant in the outline that is implicit in what follows. It may be helpful to envisage a Venn diagram with three interrelated circles marked power, plenty and philanthropy respectively and with all three appearing in a large field representing the national interest.

1. Returning, now, to the question: Is power (the armed forces and their establishment) the all inclusive circle in this field? The answer, I am sure, is in the negative, even during war or within a country subject to a totalitarian government. There are, however, some who think of power as the goal, who treat national income and wealth solely as a means, and who look upon economic policy both domestic and foreign wholly in such a supporting role. Intellectual comfort for this conception of the relationship between power and plenty is sometimes sought in the doctrine of Mercantilism of the 17th and 18th centuries. Professor Viner has shown convincingly that this view of mercantilism rests on a misinterpretation of what the mercantilists wrote and did; the stereotype that mercantilism represented a "system of power" was set in motion by Schmoller and other German historians and by Cunningham and perpetuated by the Swedish economic historian, Eli Heckscher. But past doctrines aside, increases in our national income and wealth serve the national interest in many ways that are not an integral part of the military force (served by security policies).

Most of the federal budget for foreign economic aid is purely for power. It is on the same footing as are the appropriations to the Department of Defense for our armed services, except in this case the funds go to maintain and strengthen the armed forces of particular foreign countries, where it is thought to be in our national interest to subsidize them in this way. The term "economic aid" is thus quite misleading: most of it is not part and parcel of our foreign economic policy. Some of it is a part of my third category, i.e., national contributions to develop community relationships.

How power and plenty are interrelated will be touched on later.

2. Turning next to plenty, certainly no one holds that it is all inclusive, for example, that power *matters* only as it increases our national income and wealth, or that national contributions for community purposes (philanthropy) are to be made only when they make us richer. The confusion that besets us in foreign economic policy arises mainly out of two ambiguities: (1) the nature of the overlap, or jointness, or interactions between power and plenty, between philanthropy and plenty and also in the area where all three, i.e., power, philanthropy and plenty overlap; and (2) the relative importance of that part of the income and wealth circle where the underlying functions are an independent subset and their performance can be tested solely against economic criteria. I shall briefly discuss these ambiguities later.

3. Surely I need not belabor the point that national philanthropy—represented by Point Four, technical assistance, Fulbright and Smith-Mundt grants and the like—is not an all inclusive circle. For us these are new activities and they are an exceedingly small part of our efforts on behalf of the national interest. It is, however, a major mistake to believe that national philanthropy is necessarily a subset within the power complex or within that represented by income and wealth. Because of this mistaken belief, however, we try to use these contributions primarily to strengthen the military posture and potential of the receiving country, or to develop a political climate favorable to business in our image of "free enterprise." Point Four, technical assistance, educational grants and others that I am calling national philanthropy may be used to achieve particular community objectives that are neither military nor business in any meaningful sense. A strong case can be made to show that these community objectives are exceedingly important in serving our long-term national interest.

4. The income and wealth subset, about which the classical theory of international trade has some relevant things to say, is much larger than is presently thought to be the case. Economists, too, have been selling this

*—Economic Development Administration.*

Aerial view of a section of the San Juan, P.R., harbor.

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—*Wide World.*

**Bullocks, near the village of Khanpur, India, operating a pump and generator.**

theory short mainly because of an ambiguity, already referred to, about the economic importance of trade, the international division of labor, and the long run effects of tariffs, imports, quotas, and export subsidies on income and wealth. We could increase very substantially our national income and wealth position by *outright free trade*, and it would, also, greatly strengthen the economy of many other countries. Suppose every Latin American country were certain of access to the U. S. market as is Puerto Rico. I am convinced it would do more for the economic development of Latin American countries than any other program that we could devise; then, too, it would undoubtedly increase the national income and wealth of the United States. So would free trade with Japan. The gains for us from such trade with India would probably be small in the foreseeable future, but there would be some, and meanwhile it would strengthen somewhat the economy of India. These potential gains that are to be had from free trade are not dependent upon reciprocal trade agreements; other things unchanged, unilateral action on our part would by itself result in large gains in income and wealth.

THE classical theory of international trade remains powerful; it is the heart of such economic knowledge as we have that is relevant to this set of problems.

5. Next on my agenda is the interactions between power and plenty where they overlap. I am here not entering into the important issue of generating income and wealth to provide resources for the armed forces and their establishments, nor into the quantity of resources allocated to that purpose. Our foreign economic policy often appears to be under a cloud, where power and plenty are thought to run at cross purposes. There is the familiar refrain, "of course foreign producers can produce products x, y, and z cheaper than we can, but we must maintain our home supply so we have it in the event we are cut off from the outside sources during war." It matters not that sugar is in abundant supply next door, or that there are excellent substitutes for wool, or that the product is an exhaustable natural resource as is zinc, lead and oil, or that it is cheaper by far to stockpile, than try to produce them at home. In virtually all of these situations we deny ourselves income and wealth without enhancing our power.

It is hard indeed to find important cases in which increases in our national income and wealth and our power potential are not complementary. Even trade with the Russian-Chinese block may not be nearly so much an exception as it is commonly thought.

6. Lastly, I come to the interplay between national income and wealth, on the one hand, and national contributions to develop a stronger set of community interests between the United States and other countries. I take it to be true that this community objective has attributes that distinguish it from the objectives that characterize power and plenty. Also, so it seems to me, the measures and programs that are appropriate either for power or for increasing our national income and wealth, under conventional circumstances, are not necessarily the only ways or the best ways of achieving the community objective.

By the use of power a country may impose its cultural stamp on another country; this, however, would not give us the substance of the kind of a community on which I am concentrating attention. Economic policies and measures that serve the economic growth and development of foreign countries and, also, our income and wealth position—for example, free trade, United States firms operating abroad, the granting of private and public loans to foreign firms that may be either private or public, and to individuals and governments—are undoubtedly a strong and favorable influence, in many situations, in achieving the community objective. There are, however, exceptions, notably where our economic activities are not free of monopoly elements but where we nevertheless insist on being treated according to the rules that are appropriate to free enterprise operating under perfect competition. Another exception arises where we fail to see the large and important role of governments in providing many forms of "public" structures and services including the development of its human capital that governments must provide as they have in our own history.

Useful knowledge is one of the important cultural assets that can contribute to the community objective. Some of this knowledge, much more than is now the case, can be transferred from the United States to particular foreign countries via private firms through trade and other economic activities. But business channels, important as they are, can do only a part of the job. We must take a leaf out of our own record. Our agricultural experiment stations have served us well indeed on this score. So have our agricultural extension services. Much of the formation of human wealth represented by improvements in the quality or capacities of human effort represented by our elementary education and our high schools have been in large part the fruit of public endeavor. It is hard to see how the price mechanism and trade, however free it might be, entrepreneurship for profit can transfer many important parts of the vast stock of useful knowledge that we have accumulated to other countries. Much of this transfer awaits our ingenuity and ability to find new ways of bringing it about.

In closing let me gather the sheaves of this small effort. Foreign economic policy can be rescued from the ambiguities and confusion that now beset it. We must act because foreign economic policy is altogether too important to our national interest to be neglected.

We have been vague and uncertain about the proper role of a United States foreign economic policy. For one, power politics has misled us. It

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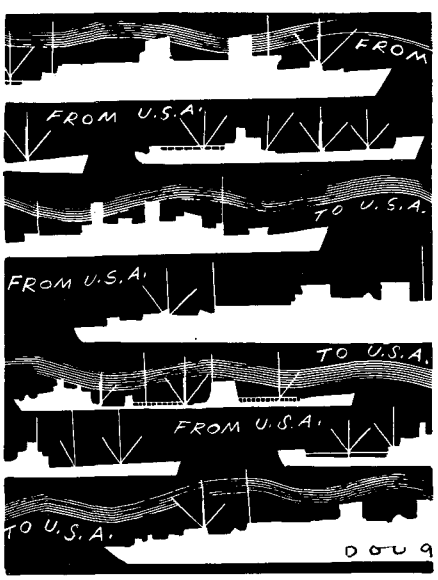
is high time that we realize that a United States foreign economic policy cannot and should not be solely a handmaiden of power. It has a major task to perform in its own right. Then, too, we have been confused about our recent policy of making national contributions for technical assistance and to transfer useful knowledge and other cultural assets to other countries to develop and strengthen community ties. We have thought of this effort as an integral part of our foreign economic policy and this has led us to apply wrong standards and to establish inappropriate requirements for these programs.

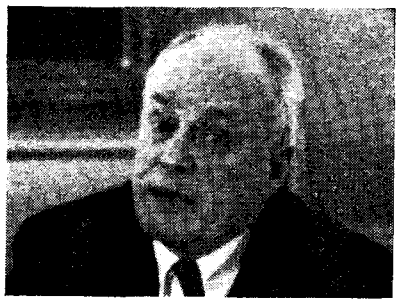
Clearly, then, United States foreign economic aid is not where one starts in an examination of our foreign economic policy, although many of us speak and act as if it were. The big part of our foreign economic aid is purely for power and these appropriations should be designated, "for the Department of Defense." Another part, a very small part of this so-called economic aid, is appropriated for community purposes. To have put these two together—programs that have such vastly different objectives—is most unfortunate and regrettable. To look upon either the power or the community component as a part of our foreign economic policy is indeed misleading. Each must be tested by quite other standards, i.e., by the standards appropriate to power for one, and to achieve greater community solidarity for the other.

A foreign economic policy is fundamentally a policy for plenty. It should be used primarily for this purpose and its performance should be tested by that standard. It is a policy that should be geared to national income and wealth and thus to economic growth and stability at home and abroad.




CHALLENGES—EXTERNAL

# POWER VS. PARTNERSHIP



By DR. JACOB VINER

*Dr. Viner is Professor of Economics at Princeton University. For many years, as one of the country's outstanding students of international economics, he served as a member of the Research Advisory Board of the Committee for Economic Development. He has written several books on economics.*

I WILL direct most of my remarks to the third term in Dr. Schultz's alliterative formula of "power, plenty, and philanthropy." I would like to substitute "security" for the term "power," since the United States seeks power primarily as a support for security politics. The term "plenty" satisfies me. For "philanthropy" I suggest the substitution of the term "partnership." American security, American plenty, and American economic partnership with the outside world, all are so tied up with each other that from the American pursuit of all three there flows incalculable benefits to the outside free world.

Our own security, for instance, is an essential bulwark of the security of the rest of the free world. Similarly with our plenty, which, in many indirect ways, fosters plenty in other countries. As for planned partnership with other countries, this need not take the form of philanthropy. In recent years there has been discussion in this country as to whether our national formula for our economic relations with other countries should not be "Trade, not Aid." I have urged for some time that, if we must seek formulas, a better formula would be "Aid through Trade." But at a recent international conference of economists in Rome, I was somewhat embarrassed to hear a spokesman for Russian Communism describe his country's policy as "Aid through Trade." To avoid a Moscow stamp of approval on my formula, as well as for other reasons, I would now like to amend it to "Aid through Trade—and in many other ways!"

We should nevertheless strongly support Dr. Schultz in his stress on the predominant importance of trade as an instrument of international economic cooperation, or "partnership." All the explicit "foreign aid" we give per annum, including military aid, would not equal by a long shot the amount of damage to the outside world we can do in a single year through a reduction because of severe recession in our economy of our normal intake of purchased foreign goods and services. Nor can we do nearly as much through formal foreign aid to aid the rest of the free world, whether in volume or in the sense of hitting the right targets and serving the most appropriate specific ends, as we can do through a liberal trade policy on our part consisting primarily in abstaining as far as possible and reasonable from imposing artificial barriers to entrance into our market of good foreign commodities and good foreign services. That is and will almost inevitably continue to be the most effective way in which we can make our own plenty contribute to the prosperity of the rest of the free world.

A second way in which without resort to philanthropy we can carry out a mutually-profitable partnership with other countries is through American private investment abroad. A well-designed, well-managed, well-placed American private-investment project abroad will often yield more benefit, dollar for dollar, to the country in which it is placed than would an outright gift of money through political channels to the same country, even if that money were there to be dispensed in accordance with the normal and respectable political routines of that country. There flows from American private investment abroad, in addition to its direct products, a complex package of services in the form of provision of technical and managerial leadership, of training of personnel, of introducing new methods and standards of industrial relations, which in the aggregate will often be of more value to the country concerned than the direct output of the plant itself. These extra services are not charged for. They are services that often are rendered incidentally

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and without specific intent, although increasingly they are becoming part of what American business cheerfully accepts as its obligations to the foreign communities in which it is permitted to operate.

It is urgent therefore that in considering American economic foreign policy we never forget that the two major ways in which we can contribute to the economic welfare of the rest of the world are by providing to it liberal access to our market for foreign commodities and services and by fostering well-selected, well-designed and well-managed American private investment abroad.

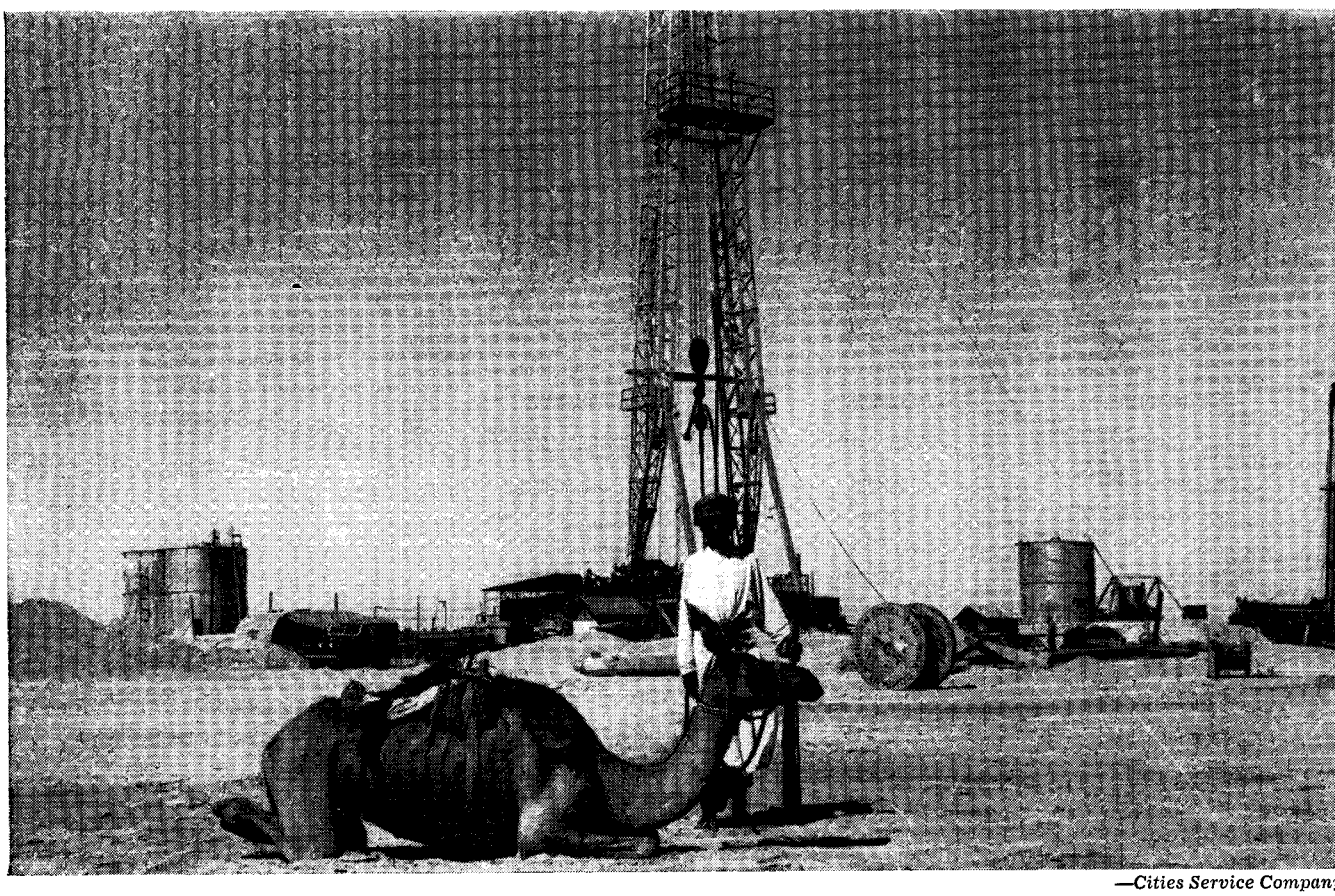
We all know that economic partnership, like most other partnerships, cannot be a unilateral proposition if its potentiality of mutual benefit is to be achieved. Many obstacles exist to the maximum realization of the possibilities of mutally-beneficial partnership, and many of these result from conditions abroad rather than from mistakes in our own policies or imperfections in our own national character. Some of these obstacles are removable, possibly through the exercise of skilful diplomacy on our part. Some of them, while not removable, are surmountable, in the sense that while it would be better if they were not present, much can be accomplished despite them. Some obstacles can be evaded.

One obstacle, relating especially to American private investment abroad, that I think is capable of being evaded by means that would be acceptable to other countries and would not necessarily be expensive to American business is the special hostility to foreign proprietorship over important national resources or other national assets.

In many countries the chief difficulty arises more out of prejudice against or fear of the symbols of foreign proprietorship over domestic natural resources or other production facilities than out of the fact of foreign participation in economic activity. I have no doubt that in many cases the provocative procedures and provocative symbols can be eliminated and for them can be substituted sale-contracts for services, operating contracts, licensing arrangements, claims against gross receipts from sale of products, and other analogous devices, without undue loss to American business of a field for profitable investment, or incentive to efficiency, and of security of investment.

If I may take as a possibly valid illustration the situation abroad of the American petroleum industry, it has in the recent past probably over-estimated the value to itself of outright ownership of wells or of the oil derived from them, and has not sufficiently explored the possibilities of operating profitably in foreign fields without reliance on "concessions," or on outright proprietorship over the wells or even over the oil.

My final comment will relate to a peculiar feature of American international economic relations during the last two decades which may be in process of disappearing. Since about 1934, in part because of the great hoard of gold at Fort Knox, the United States has been able to formulate its trade and tariff policies and its foreign aid program, and even to finance itself and its Allies in World War II, without giving consideration to the impact of events and policies on our international balance of payments or on our monetary reserves. We were never in that position, except perhaps momentarily, before 1934, and no other country in modern times has ever been in that position. There are some signs that the period during which we could with complete safety disregard the trends in our balance of payments will soon be at an end. When that time arrives, a new factor, as compared to recent decades, will imperiously demand consideration when we discuss our economic foreign policy, and it will mean a new restraint on our freedom of decision. It will operate to make the task of persuading Congress and the American people to adhere to liberal trade policy and to continue extensive foreign aid even more difficult than it has hitherto been.



*—Cities Service Company.*

**Exploring and drilling in the province of Ohofar in the Sultanate of Muscat and Oman.**

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CHALLENGES—EXTERNAL

# ECONOMIC WAR ON THREE FRONTS

By HOWARD C. PETERSEN

*Mr. Petersen, the president of the Fidelity-Philadelphia Trust Company, went into the War Department early in the War, ending his service there as Assistant Secretary of War in 1947. During this period he was largely concerned with international military, political and economic problems, with special emphasis on our postwar relations with Germany and Japan. A member of the Research and Policy Committee of the Committee for Economic Development, until recently he headed its international subcommittee.*

WE ARE fighting an economic war with Russia on three fronts: trade, internal economic progress, and economic aid to underdeveloped countries. In November, 1957, Khruschev said, "We declare war on you, excuse me for using such an expression in the peaceful field of trade." This declaration followed, rather than preceded the attack.

Between 1952 and 1956 the total Communist Bloc percentage of Free World trade turnover increased from two to three per cent. While the Bloc has no share in the volume of the world's largest trader, the United States, its trade with the rest of the Free World, notably Europe and Latin America, was up some 77 per cent in this period. Between 1953 and 1957 the number of Bloc trade agreements in force doubled from 113 to 233. Many of these agreements were of small significance, but the total indicates the emphasis which the Russians are placing on the development of international trade. Instances of that classical economic weapon, commodity dumping, have been increasingly frequent. The Russian trade fair effort has been large in aggregate and broad in application. In 1955-1957 they spent some $66 million in forty Free World countries; we spent $9 million in seventeen countries.

Meanwhile, we in the United States have been, at one and the same time, vehemently denouncing government meddling and extolling free enterprise—yet squabbling over the tariff. Adlai Stevenson noted in a recent speech that "in this total cold war the Communists esteem no weapon more highly than trade, not only because they understand its uses, but also because they read our newspapers and understand us; because they know that here local interest, as opposed to national interest, makes us most vulnerable."

This is the phenomenal Russian achievement: turning a backward country into a modern industrial giant able to dispense economic aid to others—in just forty years, and in the face of two devastating world wars and some twenty million casualties. In November 1958 Khrushchev announced the new Seven-Year Plan to increase Russia's gross national product by 80 per cent, and predicted that by 1970 the Communist Bloc will surpass the Free World in total production of capital and consumer goods.

Doubtless these goals are overstated, but be mindful too that Russian statistics are pliable. Certainly, the 1970 comparisons assume little or no economic growth in the Free World. And doubtless, as well, even a near-approach to these goals, let alone their attainment, will place heavy and unrelenting strains on the Soviet economy. Indeed, Khrushchev's message itself re-emphasized his "school reform," which expects nearly all youngsters, except those talented in Arts (sic) and Sciences to go to work by the time they are sixteen. Then, too, the program evidently envisions little increase in personal comfort, at least by American standards. Annual automobile production, for example, is scheduled to increase from the present 100,000 to only 125,000 in seven years.

Nonetheless, Russia's present attainments and her ambitious new program will be widely regarded as flamboyantly dramatic proof of the Communist road to rapid industrialization, of Communist ability to get the job done. Nowhere will this evidence be more persuasive than among the hundreds of millions of uncommitted peoples without democratic experience. The question of comparative United States-Russian gross national products in any cold war or strategic sense is, of course, quite academic and it nurtures in us a totally false sense of security. Russia has the ability to allocate its resources to serve its strategic purposes to an extent which we cannot approach. Dr. John K. Galbraith, in his "The Affluent Society," cogently observes that no one has suggested that in developing Sputnik Russia was handicapped by too low a gross national product.

In our cold war strategy, which to a great extent is a strategy of holding on to that which we haven't already lost, economic aid to underdeveloped countries seems to me the key weapon. I note in passing that the difficulty in simply securing and relating the data for a review of our effort in this area all too clearly attests the uncoordinated status of our whole foreign economic program. In Russia, not just economic aid but trade and internal economic progress, as well, are all coordinated, dovetailed, and mutually reinforced through authoritarian direction.

WE have spent an immense amount of money in overall foreign aid—some $65 billion, including the vast expenditures for military aid and relief, since the end of the War. Less than one-fifth has gone to underdeveloped countries. Of this one-fifth nearly 30 per cent went for relief; and of what remained of this one-fifth, about half was devoted to seven countries where we have large-scale military arrangements: Formosa, Greece, Indo-China, South Korea, Pakistan, Philippines, and Turkey. These countries have a population aggregating 200 million people.

For the rest of the underdeveloped countries—with nearly one billion un-

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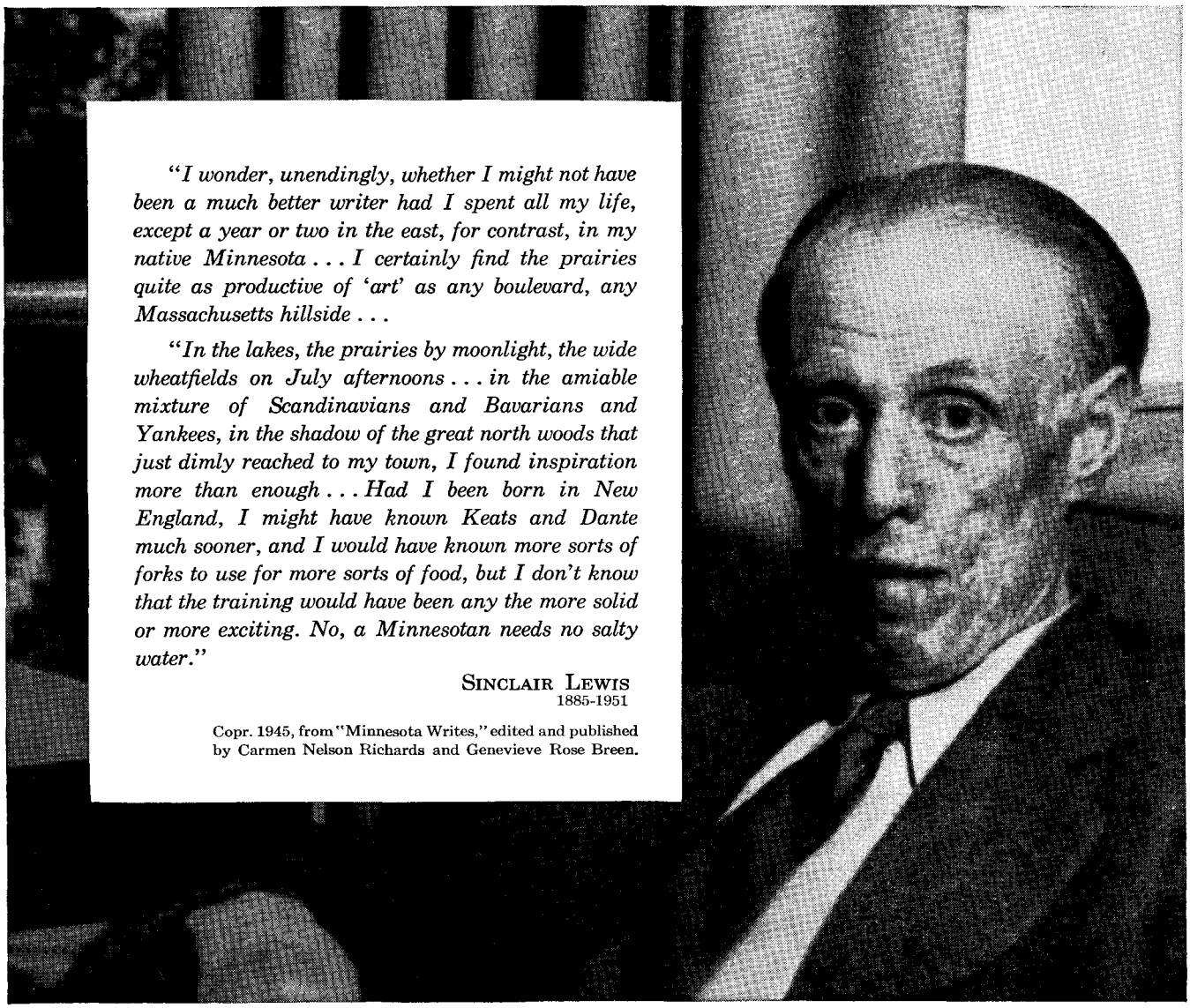

*"I wonder, unendingly, whether I might not have been a much better writer had I spent all my life, except a year or two in the east, for contrast, in my native Minnesota . . . I certainly find the prairies quite as productive of 'art' as any boulevard, any Massachusetts hillside . . .*

*"In the lakes, the prairies by moonlight, the wide wheatfields on July afternoons . . . in the amiable mixture of Scandinavians and Bavarians and Yankees, in the shadow of the great north woods that just dimly reached to my town, I found inspiration more than enough . . . Had I been born in New England, I might have known Keats and Dante much sooner, and I would have known more sorts of forks to use for more sorts of food, but I don't know that the training would have been any the more solid or more exciting. No, a Minnesotan needs no salty water."*

SINCLAIR LEWIS
1885-1951

Copr. 1945, from "Minnesota Writes," edited and published by Carmen Nelson Richards and Genevieve Rose Breen.

# What makes a newspaper great?

What's the true measure of a people's worth to the society of man? The iron ore they dig or the books they write? The oil they pump, the soil they till, or the music they make? The thunder of their factories or the hushed beauty of their churches, libraries and museums?

This October 19th in the Minneapolis Sunday Tribune more than 635,000 Upper Midwest families got new insight to their region's artistic and cultural achievement in an unusual newspaper supplement—a 24-page picture-story report on "The Fine Arts of Minnesota Living."

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Already this unique newspaper supplement is gaining stature as a reference work. The United States Information Service has ordered 10,000 reprints for use in describing American life to people of other countries. Schools, colleges and libraries are writing for copies. A generous over-run supply is dwindling fast. (If you'd like one, drop a postcard *soon* to the Minneapolis Star and Tribune.)

Months in preparation, "The Fine Arts of Minnesota Living" is the last in a series of nine special Picture Sunday Magazines dedicated to Minnesota's statehood centennial, produced by staff editors, writers and artists of the Minneapolis Star and Tribune, distributed in the Minneapolis Sunday Tribune to the largest newspaper audience in the great 3⅓-state area of the Upper Midwest. It stands as another benchmark for measuring the conscientious service to readers provided by these two newspapers in every area of human interest and endeavor.

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committed people—there obviously remained relatively little of this great pie. Our own aid in 1955-1957 to these seventy-five countries, even including private investment, was scarcely larger than that of the Communist Bloc. Indeed, the aid advanced by the entire Free World was only $1.2 billion compared to $1 billion from the Bloc in this period. Soviet aid exceeded that of the Free World in Afghanistan, Egypt, Indonesia, Nepal, Syria, and Yemen. It was half or more than half of that of the Free World in Burma, Ceylon, and India. If these place names seem at all remote, consider Argentina. According to press information Argentina recently received a $100 million credit from the Soviet for oil and oil equipment, with repayment to be made in goods. There have been recurrent rumors of Russo-Brazilian negotiations. This is our own hemisphere.

Some of the strengths in Soviet foreign aid techniques rest on the colonial hangover in all these underdeveloped areas where all ills have been blamed on the colonial past, or on the predisposition to collectivism characteristic of many Asian nations. But apart from these fortuitous circumstances, the Russians must be credited with many other strengths in technique: their own example of rapid growth from a primitive to a highly industrialized society; rather generous loan terms, low interest rates, grace periods, and soft currencies or goods in repayment; the skill with which their technicians, teachers, and "visitors" mingle with their counterparts in host countries; authoritarian speed in closing deals. Furthermore, the Soviets get a great deal of propaganda mileage out of every ruble loaned: they will talk, and loudly, about the $100 million credit to the Argentine for the next ten years; we speak once about what we do, and this, indistinctly.

Fortunately, there are also weaknesses in Soviet techniques. They make loans, not grants. They tend to get tough once the credit is extended. The quality of Bloc equipment is often markedly inferior. There is no Russian counterpart to Free World equity investment. This is a great advantage to us and one we must emphasize and increase.

We should not entertain the hope that the Soviet economic aid program may waiver or collapse. On the contrary, there is every evidence that they will be able not only to sustain but to increase their program. It bears repeating that they make loans and expect repayments; they do not make grants. They have the authoritarian power to allocate their physical *and human* resources to those projects deemed strategically important. Here, in the United States, our program is diffused and is extended from year to year only after much contest and debate.

We have first to face up to the fact that our economic aid program, particularly in respect of the underdeveloped countries, is no mere marginal claim on our budget. Because we are confronted by deficit financing, we are going to hear a great deal about the necessity of cutting "nonessential" programs. One of the first to be so classified will be, as always, our economic assistance program. The Committee for Economic Development made the modest proposal a year or so ago that our economic aid program to underdeveloped areas be increased by $1 billion a year—that is, $1 billion more than we were then spending. This recommendation was unenthusiastically received. The Congress last year cut the President's more modest request.

We should give up the notion, entertained by too many businessmen, that private enterprise can do the whole job. Certainly, private enterprise can play, if it will, a very important role. But private enterprise runs for profit, and there are no profits in roads or harbors. One of the underlying needs in so many of these countries is, of course, the social capital requisite to the entrance of private capital.

We should try to improve the coordination of our economic aid program with our other economic weapons. We could gain very great strategic effect from our aid if it were administered by those who are charged with responsibility for the political area. I am not thinking here of the military area, for I believe that too much of our aid has been power-directed. Nor am I suggesting that political strings be tied to our aid, for nothing would more disserve our interest.

Russia has mounted a formidable economic offensive. It is the most powerful, the most extensive, the most striking challenge to the West.

Two thousand two hundred years ago Aristotle observed that poverty is the "parent of revolution and crime." History has yet to disprove him. Two-thirds of the people of this world are enveloped by this malignant poverty.

Surely, there can be no doubt of our desire to help these people. To the question, can we afford it, the answer is simple: if Russia can, we can.

—*Eastfoto.*

Some of the 25,000 workers who moved 717,000 cubic meters of earth in building the Shih Man Tan reservoir in Red China.

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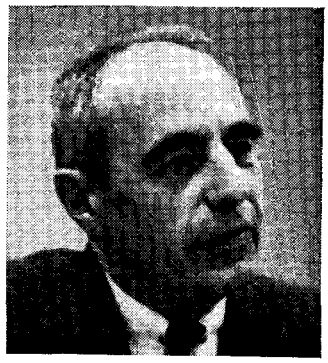
# U. S. INVESTMENT IN A NEEDY WORLD

By THOMAS D. CABOT

*Mr. Cabot is the former Director of the Office of Internal Security Affairs of the Department of State. A former president of the United Fruit Company, he is president of Godfrey L. Cabot, Inc., Boston, a firm with large overseas interests.*



—Roy Stevens.

WE are engaged in a grave struggle to keep the underdeveloped nations of the free world from Soviet domination. By economic, political, and cultural contacts, the Communist powers are trying to exploit the ignorance, poverty, physical suffering, and sense of being the world's forgotten people found in the underdeveloped nations.

In our national interest the United States Government has undertaken a major program for assisting development. The program operating through both national and international agencies, provides both technical assistance and capital, and involves both loans and grants.

I believe that this program of government assistance is essential, both for its direct effects and for its effect in creating conditions favorable to private investment. The CED has recommended expansion of this program. But this will not by itself, without a complementary increase of private investment, make our maximum contribution to putting the underdeveloped countries on the road to progress.

Private American investment in the underdeveloped world carries with it major collateral benefits in addition to the contribution it makes to capital formation. American participation in commercial and industrial enterprises in the underdeveloped world is the most effective way, I believe, to expedite the transfer of technology and to encourage the growth of entrepreneurship and managerial skills. By example, and through training, American businessmen abroad can do much to encourage the growth of a local business class which is enterprising, competent and socially responsible. The lack of such a business class is one of the most serious obstacles to economic development in the underdeveloped world.

THIS private competence which we hope to bring to the underdeveloped world is not only technical know-how or managerial know-how, important as they are. It is economic competence in a broader sense. It is the ability and drive to search out and to create new opportunities for the more productive use of resources. This imaginative, innovating, developmental quality has been the genius of our system. It is not the genius of individuals but the genius of a system, which permits and motivates a great many diverse individuals and enterprises to conceive and try new ventures, which rewards success handsomely and sternly weeds out failure. This is the system that we must try to bring to bear upon the problem of development abroad.

—Coca-Cola Overseas.

**One Buddhist monk interrupts austere regime for the "Pause That Refreshes"—"(an) imaginative, innovating, developmental quality has been the genius of our system."**

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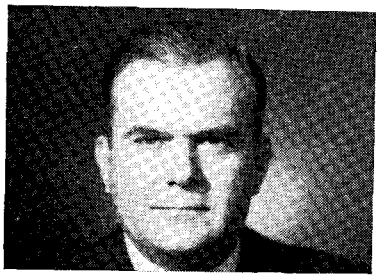
CHALLENGES—EXTERNAL

# THE PRIVATE INVESTOR



By EMILIO G. COLLADO

*Mr. Collado, a member of the CED Research and Policy Committee and its subcommittee on international policies, is also treasurer of the Standard Oil Company of New Jersey.*

WE cannot rely on investment abroad by private firms and individuals to carry out all our foreign economic policy objectives even in the development field. At the same time, I believe that all of us, even those engaged in making foreign investments, frequently fail to give sufficient emphasis to the actual and potential contribution of private investment and enterprise in the economic development of the other countries of the world—we often fail to recognize the strength of the tool which we have at hand.

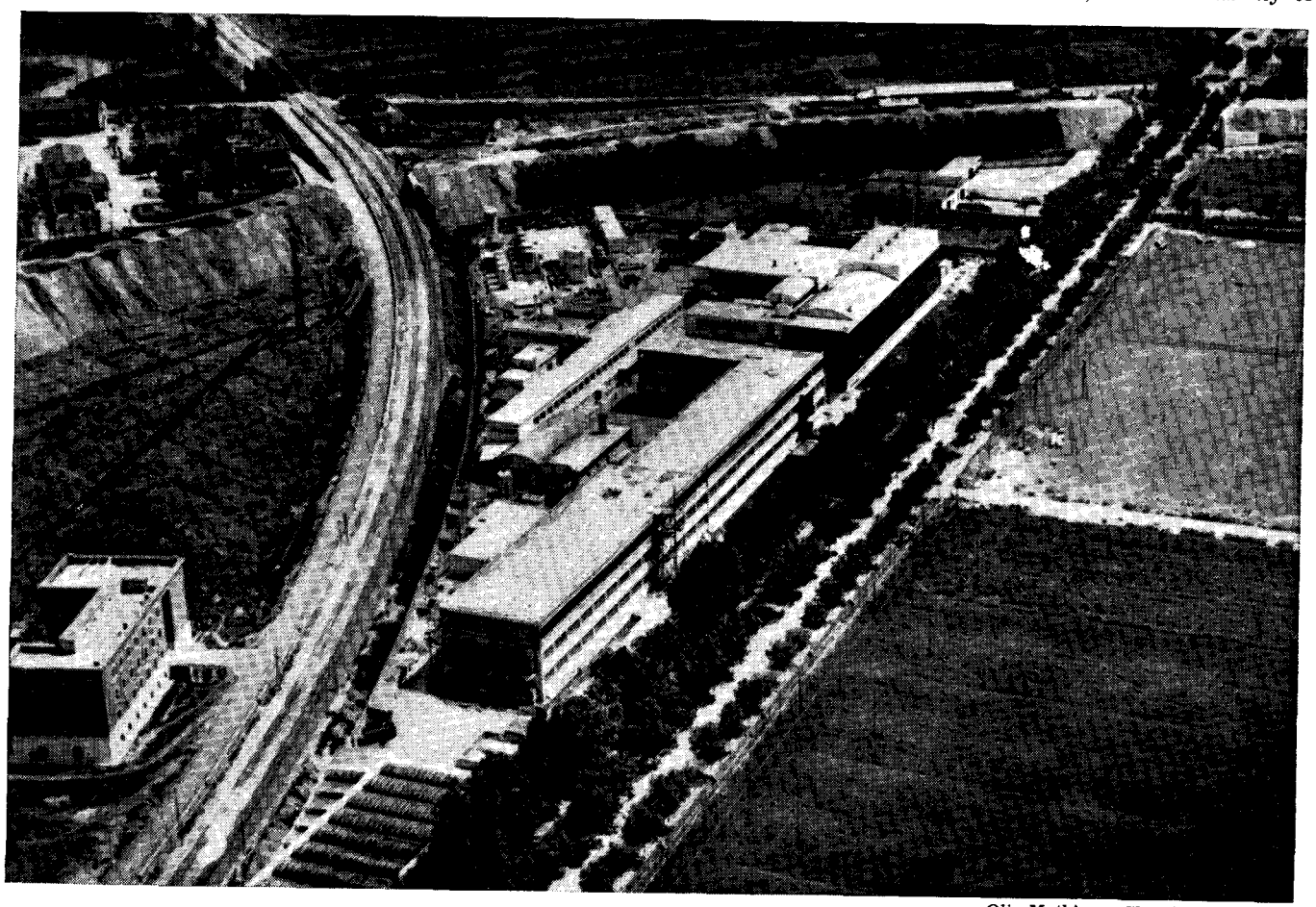
Today, and in his research and publications, Professor Schultz has given us insight into the process of economic growth, which he has analyzed by reference to the allocation of scarce resources among three uses: providing physical capital, improving the quality of people, and raising the level of the productive arts.

His research has demonstrated for Latin America—as has that of the National Bureau of Economic Research for the United States—that most of the rise in output per capita cannot be attributed to additional doses of physical capital. Most of it has come from increases in output per unit of capital employed—from the increased productivity of improved capital and labor.

Last year the stock of United States private capital abroad increased by $3.8 billion. But expenditures of American businesses abroad for more productive forms of physical capital—that is gross investment including expenditures from depreciation and other amortization were between $5 and 6 billion, and to this should be added business expenditures in improving the health and skills of foreign employees.

Our total private effort abroad is thus considerably larger than our government's foreign economic aid program of about $2 to 3 billion annually, using the conventional and not Professor Schultz' much narrower definition. We must recognize, however, that there are important areas in which private U.S. investment is only a fraction of U.S. aid.

The importance of improving the stock of capital, as contrasted to merely increasing it, seems to me to argue strongly for private investors with their greater flexibility, their more personal interest in finding the most productive methods, their ability to transfer skills, and their ability to



—*Olin Mathieson Chemical Company.*

**Offices and manufacturing facilities in Rome, Italy, of the Squibb Company.**

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stick with a project. It is fortunate, therefore, that both the President and the Congress have demanded an intensified search for ways to facilitate increased participation of private enterprise in foreign economic programs.

I suggest they don't have to look too far afield. Two weapons are ready at hand waiting to be used more effectively. One of these is our old perennial, tax reform, and the other more frequent working together with business in particular aid projects.

Beginning in 1954 the President and many other well-informed advisers have been presenting comprehensive programs to the Congress for reform of our taxation of income from abroad. I continue to feel strongly that many of the proposed changes in the tax law are needed, but after the years of frustrated hope and effort perhaps the Congress should be asked next year to concentrate on the one recommendation which has received practically unanimous support, the proposal relating to deferral provisions with which you are all familiar.

On the other point, the government already has some experience in working with business in the foreign field and several joint ventures have resulted.

Recently Don David has put forward forcefully the need for increased government partnership with business in particular projects. I suggest that the way to do this is for the government to give greater emphasis to an effort to encourage investors to undertake particular aid projects on the basis of private equity coupled with some flexible loan assistance from the government. The result could be more effective choice and administration of chosen projects, more lasting and productive relationships between United States firms and developing foreign economies, and provision by private sources of part of the investment for projects required in the public interest. It is important, moreover, that the risk not be eliminated for the private investor. Without a substantial risk for the private investor this well-conceived foreign policy device could backfire. It could degenerate into a subsidy for particular United States firms and make a mockery of United States enterprise abroad.

On the other hand, with substantial private equity participation the approach could be a means of ensuring selection of the most economic projects. It could avoid the inevitable tendency for government-to-government aid to foster more pervasive government control of production. And finally it could provide the base abroad for ever-expanding private economic activity.

# Editorial Footnotes

THE following editorial notes are in the nature of a question period following a forum. Over the years, the *Saturday Review* has taken editorial positions on many of the points raised in the preceding twenty-five pages. As the editors read the material in the preceding pages, some questions occurred to us:

**1.** The *Saturday Review* has some reservations on the statement that "until disarmament can be achieved, economic provision for national defense must have overriding priority" (page 18). If by "national defense" is meant only the guns, SAC bases, *Nautilus*-class submarines, and staffs presided over by our Department of Defense, we contend that a broader and longer-range view of "security" may be the sounder view. Such military security as we may devise depends more on arms control than on arms supremacy. The American people deserve a more sensible prospect than a rivalry between super-states mounted at incalculable cost in labor and resources, with no conceivable conclusion short of Armageddon. Five thousand H-bombs locked in American arsenals may balance off 5,000 H-bombs locked in the Soviet Union, but the one obvious sacrifice to the arrangement is genuine "security." For until the majority of the peoples of the world are free and within reach of the richer opportunities of modern life all the imaginable instrumentalities for making war infinitely horrible will not spare us its horrors.

**2.** The distinction drawn on page 20 between the "competitiveness" of American business and the "monopolism" of American labor warrants some comment. If *laissez-faire* ever properly characterized American business, it has not done so for many generations. Indeed, shrewd analysts like John Kenneth Galbraith of Harvard have emphasized the extent to which American business has grown dependent upon "non-competitive" environments. In any case, both business and labor unions have benefited from governmental encouragement. The *Saturday Review* feels that Bigness, whatever its composition, requires control. We expect both Big Business and Big Labor to be responsible. When they are not, society has a right to protect itself through its existing laws or, if the existing laws are inadequate, to write new ones.

**3.** The *Saturday Review* believes that a majority of American educators have more than established the case that, if we are to have a university plant servicing social and political operations at the level we now demand of it, the Federal Government must take a proper part in supporting that plant. The recommendation (page 22) that college tuitions should be raised to the level of tuition-costs carries some tall liabilities. If pushed with rigor, the proposal would be to the disadvantage of just that American middle-class which is supposed to be our national pride and joy. The well-to-do would continue to send their sons to Ivy League schools, and everyone else would go to super-swollen state universities. Even if modified by the second recommendation offered by Mr. Yntema, that undergraduates borrow the money they need for four college years (and, presumably, postgraduate years as well), we foresee a disturbing condition. In effect, such loans would saddle the average twenty-one or twenty-two-year-old with debts running to $10,000 or more; these debts could smother his personal fluidity, just that quality which is already the worry of sociologists studying early marriages, installment purchases, "junior-executive" programs, etc. We would produce fewer young men brave enough to take a chance, to assert a creative initiative, or to take off to write poetry in Mexico.

**4.** We demur from the suggestion (page 24) that we'd be better off if we would "deliberately try to develop in students the basic skills and abilities that are transferable and widely useful in most occupations and activities of life: . . . the scientific method . . . getting along with people . . . organization." The Founding Fathers of this country were outstanding humanists; and without the liberties and arts they cherished the "useful" skills would turn into unpalatable ashes indeed.

**5.** Of course, we agree that it is the function of the government to "preserve a favorable climate in which business can operate" (page 26). But this is not the only function of government, and perhaps not even the primary one. Our government, after all, is the expression of our national personality. Its purpose is to liberate and to nourish, so far as it can, all desirable aspects of that personality.

**6.** We wish especially to affirm our agreement with Secretary Folsom's plea for practical government vision in the areas of Health, Education, and Welfare. Money spent in these fields falls like seeds into the garden-bed of our society, to blossom later into a common progress and prosperity.

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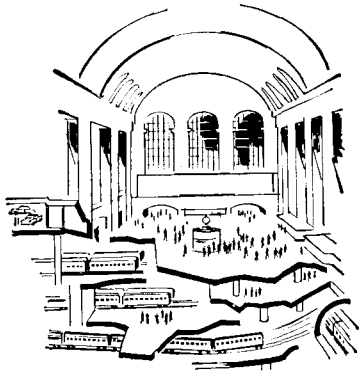
## there's more to Cities Service than meets the eye!



A city within a city, Grand Central Terminal includes some 34 miles of underground track, over 80 shops and eating places, more than 300 phone booths, an investment center, a movie theatre, and two art galleries.

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CITIES SERVICE

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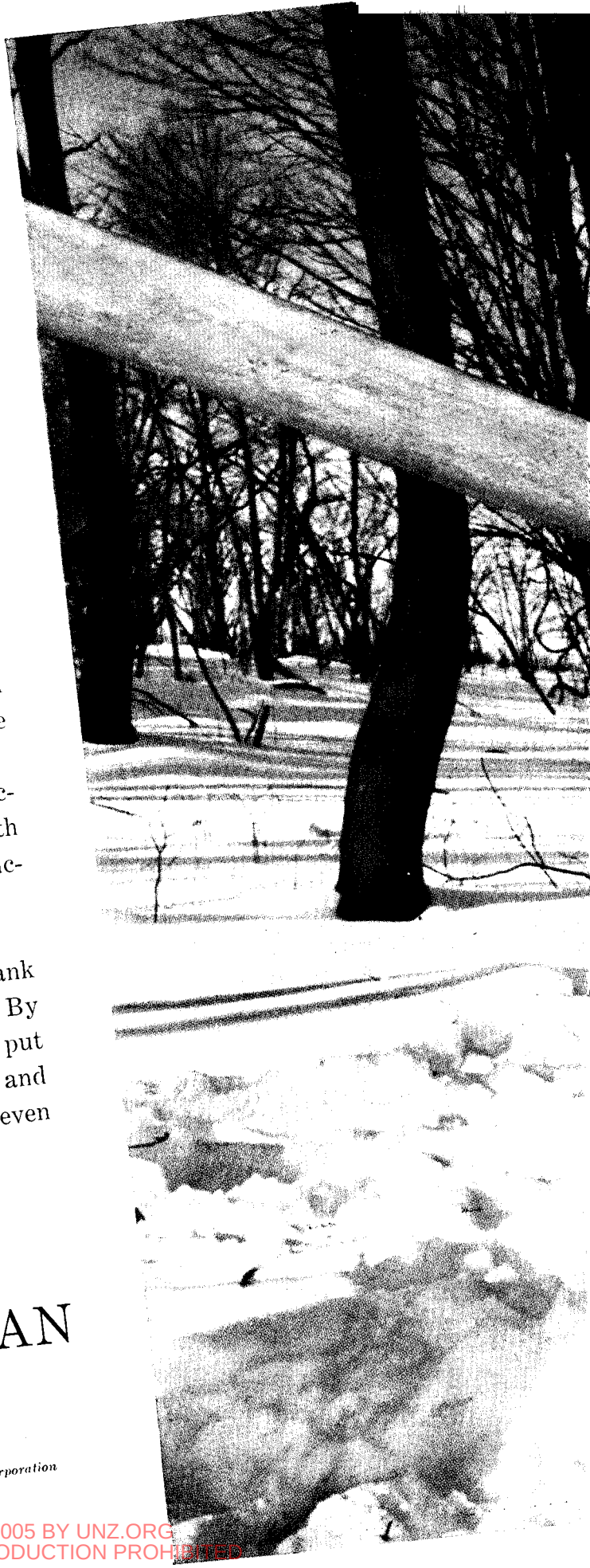

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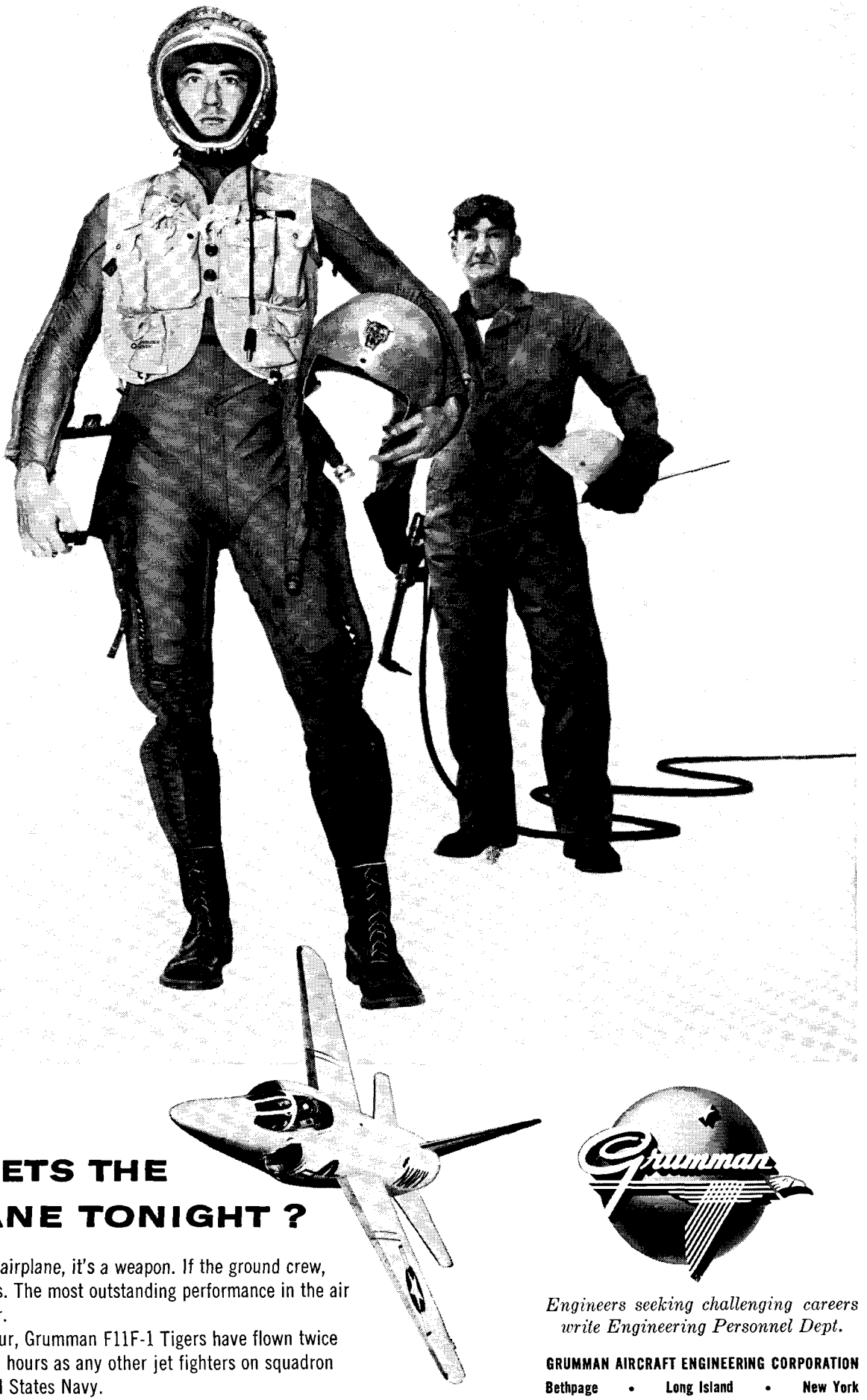

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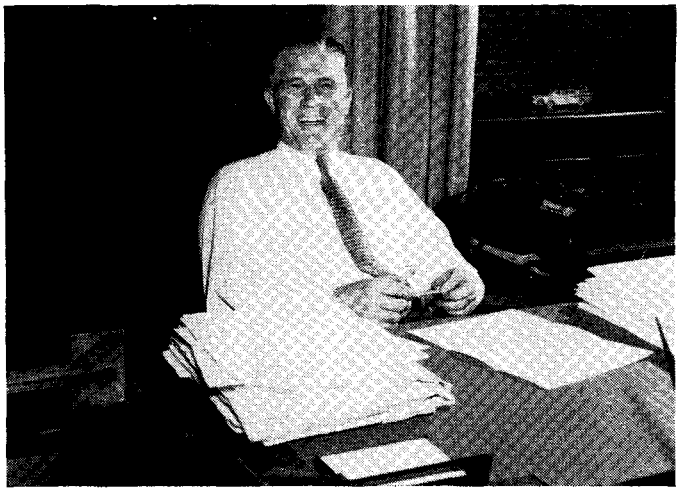
SR's BUSINESSMAN OF THE YEAR

# GEORGE ROMNEY

## *Missionary from Detroit*



DETROIT, the motor capital, is more than a major economic force in our society that provides employment for 10,000,000 Americans and sets the pace for recession or prosperity. It also helps shape our culture. It influences public taste.

Furthermore, Detroit's chief product, the automobile, is not merely a vehicle. It is a status symbol. More than any other object it personifies the extraordinary mobility of American society to the rest of the world, a mobility both physical and sociological.

Any phenomenon, therefore, which threatens to transfigure the Detroit motor scene has more than local meaning. Such a phenomenon is George Romney, president and chairman of the board of American Motors Corporation, manufacturer of the Rambler, the small, compact car that currently is the most discussed new factor in the huge automotive market.

Not since Henry Ford's original Model T transformed the American scene has any new personality or new concept of the nature and purpose of the automobile so embroiled the industrial giants of Detroit, coinciding as it does with the invasion of the U.S. market by 350,000 small foreign cars last year.

*Saturday Review*, convinced that the expanding responsibilities of business in our modern society demand forward-looking executives sensitive to changing needs and concerned with the public interest as an inseparable part of their private corporate interest, has established an annual citation of BUSINESSMAN OF THE YEAR. *SR*'s 1959 citation goes to Mr. Romney, who brought his corporation from the brink of oblivion in 1954 to a net profit of $26,000,000 last year, while crusading for the "compact" car against what he called the Big Three's "gas-guzzling dinosaurs." Yet he has managed to devote an enormous amount of time, energy and talent to important educational and religious activities in his community.

The son of Mormon settlers in Chihuahua, Mexico, his personality and career have been characterized by a missionary zeal for the things he believes in, whether for his private corporate interest as an executive or for the larger public interest as a good citizen.

When he became president of the American Motors Corporation in 1954 it was in debt to the extent of nearly $70,000,000, had nervous credit resources, and proceeded to lose $49,600,000 during the next four years. The deficit for 1957 alone was $11,800,000.

Yet throughout this period of trial he stuck to his guns with a faith that undoubtedly would have pleased his sturdy Mormon forbears, because he was convinced that a fundamental change in American living patterns was in process, which also had changed their automotive requirements. The genesis of his vision of the compact car came seventeen years ago, when a research study of how people used their cars revealed that the traditional "pleasure car" had become, in fact, a work horse for family travel and an indispensable tool for personal mobility.

In his tireless advocacy of the compact Rambler, Mr. Romney traveled 70,000 miles last year, urging its economy of cost, space, and gasoline consumption as important social merits for the crowded American community and budget-conscious family.

The results of this back-breaking effort have been concrete and measurable: 1) American's $70,000,000 indebtedness has been paid off; 2) the corporation earned its first profit last year and paid its first dividends; and 3) American moved from twelfth place in the motor industry to seventh, with a sale of nearly 200,000 Ramblers at a time when other companies were losing money and declining in sales.

In the midst of his struggle for survival, Mr. Romney also served regularly as president of the Detroit Stake of the Church of Jesus Christ of Latter-Day Saints, which can be defined approximately as Bishop of the Detroit diocese of the Mormon Church.

In addition, he was the working chairman of the Detroit Citizens Advisory Committee on School Needs, a group of 270 leading citizens who have just completed an intensive eighteen-month study of measures needed to improve the city's strained school system. The committee has submitted 182 major specific recommendations to the Board of Education. In talking about his committee, Mr. Romney said:

"I believe public education is one of the major and indispensable reasons for America's rapid rise to world leadership and responsibility. . . .

"I believe only the educated can be free—that education makes a people easier to be led constructively, but difficult to drive; easy to govern, but impossible to enslave. . . ."

In his dedicated efforts for improved public education in Detroit, in his religious and other community work and in his fresh and courageous effort to produce a new product for a new consumer need in a tough competitive market while maintaining excellent labor and dealer relations, Mr. Romney has fulfilled the new image of the creative businessman-citizen in our modern democratic economy.

—WILLIAM D. PATTERSON.

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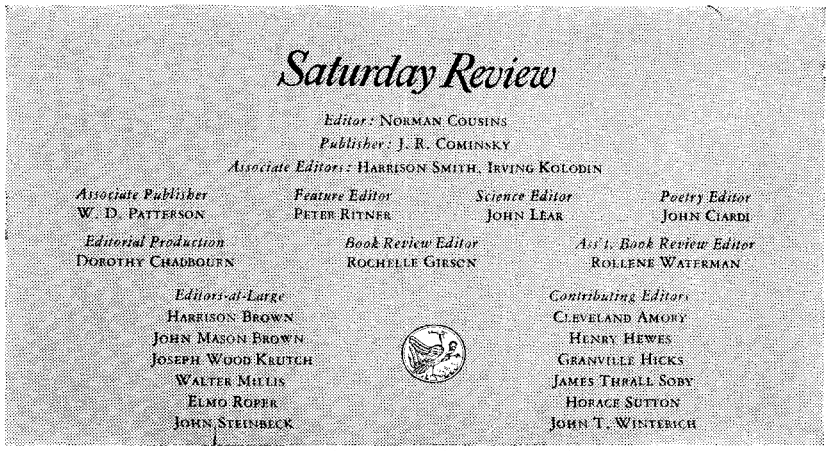
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# Knowledge of What?

EDITOR'S NOTE: *The guest-editorial this week is contributed by Courtney C. Brown, Dean of Columbia University's Graduate School of Business.*

MODERN man is as obsolete or as new as his education is obsolete or forward looking. It is no wonder that there is ferment on the campus. Perhaps never before has more interest and activity been focused on the nature and magnitude of higher education. If man is to be saved from himself, a broadened understanding of the relationship of scientific and institutional change to essential human values must be the means of his redemption. Scholars of all forms of learning are groping for new meanings and significances, as well as for new methods, and this is particularly true of education for business.

Stimulated in part by the extraordinary growth of business-school enrollments and in part by realization that the complexities and influence of contemporary business require professional competence, there is a growing awareness of the need to restudy the traditional patterns of business-school curricula. Neither the segmented study of specialized fields of business—initially and usefully developed by Pennsylvania's Wharton School many years ago—nor Harvard's heavy concentration on administrative decision-making through the case method of instruction, are proving entirely adequate. More and more, faculties of business are exploring possible contributions to education for business that might be made by associated academic disciplines, particularly by the social or "behavioral" sciences, and by mathematics and electronic-data processing. The Ford and Carnegie foundations have undertaken major studies of business schools; the reports should provoke lively discussion during the coming year.

As might be expected, some confusion has accompanied the ferment of change. Birthday celebrations last November by the business schools of the University of Chicago and Northwestern University emphasized differences. Less than nine miles separate these fine institutions, yet a press headline proclaimed that intellectually they "are poles apart." Northwestern, along with Harvard and Stanford, was represented as educating men for the practice of business by instruction in making the best decisions on the right kind of problems—and this by exposing students to a succession of live business situations rather than merely studying business. Chicago's dedication, along with the business schools of M.I.T., Carnegie Tech and California, was represented as being concerned with the principles underlying practice rather than with the practice itself. In this effort, the behavior sciences are joined with economics, political science, law and mathematics.

The current examination of new curricula materials and methods is all to the good. New uniformities may or may not begin to emerge with clarity in time. That will depend on how successful faculties of business can be in first understanding, then reconciling, and finally transferring to the classroom the nature of both education and business.

The range of knowledge, however, spreads at an accelerating rate; knowledge and ignorance have been compared to an expanding balloon. The inner sphere, knowledge, can never be so great as the outer space, ignorance. The more we know, the more we realize what we do not know. That is the fascination of the quest for knowledge. But it is quite impossible for the most avid scholar to keep abreast of more than a fraction of the accretions He feels impelled to focus on progressively smaller segments of total knowledge. This seems to be true in all the established academic disciplines, including non-professional as well as the professional fields of medicine, engineering, law, and business.

There are obvious and serious disadvantages to excessive concentration during formal education. This is particularly so in education for business. The opportunity may never again be so favorable to become familiar with and to think about the many features of business, their interrelationships and their significance to the society in which we live; to develop that interest and curiosity about all phases of business that will make one a continuous student of business throughout a business career. The need to concentrate will be felt quickly enough after initial entry into a business assignment. If this is true, it follows that the task of a business school, and particularly of a graduate business faculty, must be comprehensive if it is to succeed in helping its graduates become balanced and effective members of the business community.

A recently published study of business school curricula found interest concentrated on three objectives: 1) to help the student acquire knowledge of the business world; 2) to help him attain abilities useful in the business world; and 3) to guide him in the development of attitudes appropriate to the business world. These educational ends rest on three layers that represent an ascending scale of difficulties in their accomplishment. The tasks become still more formidable when the questions are asked: knowledge of what? abilities to do what? and attitudes toward what?

It is a strength of the business schools that they have typically presented knowledge in the context of the methods of its development and its relevance. This is true of the traditional tool courses of accounting and statistics; it is equally true of the newer business tool called operations research that rests heavily on mathematics.

The human, physical and scientific resources of the world, together with the institutional framework of business, constitute other bodies of knowledge that become meaningful only when their characteristics are analyzed and their interrelationships are appraised for their significance. So it is with the study of markets and their behavior; the central focus of economics.

Each of these segments of knowledge—the tools of business, the re-

(*Continued on page* 79)

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# LETTERS TO THE EDITOR

### SUICIDAL

N.C.'s EDITORIAL about the Southern Liberals (*SR* Dec. 20) is a piece of good, significant reporting. If the people described feel they have been martyred, they'd best enjoy that distinction while it remains one; for a great many more of us may soon find ourselves unintending, and unwilling, martyrs to the always morally indefensible, and now potentially suicidal, doctrine of white supremacy.

C. M. CAPPS.

San Francisco, Calif.

### EASY WAY OUT

THE LADY FROM Alabama reveals some of the debris in Southern thinking when she speaks of the past when "we had time on our side." Time has always been working against those who would deny human beings their rightful place. The oppressor always seems to expect time to work in his favor which invariably is to the disfavor of those who know that now is none too soon to right wrongs.

By and large the Southern liberal undertook the easy tasks of the complex problem—tasks that seldom confronted him with harsh or violent opposition. True, his experiences in the present period of extreme agitation and unrest are disquieting but how much more so are they to the Negro. What of the Negro school children, their parents, and leaders who know the horrors of violence and intimidation? Their courage and resolution seems undaunted.

ALEX MORISEY.

Philadelphia, Pa.

### DEADLY HESITATION

THE SOUTHERN LIBERAL is not alone in his plight. For whether we wish to think about it or not, the sands of time are running out for white supremacy the world over. If the showdown comes, (and it will come), because we have hesitated too long, or retreated too far from our faith in the dignity and decency of men and of our obligations to each other as moral human beings, what will come after? After the showdown, with all the anguish that may mean the world over, will we, dark-skinned and white, bind up the wounds and learn at last that we can establish just human relations? It is a world issue, and what is decided here in the North or the South will have repercussions in other lands.

ALMA SOTHMAN.

Grand Island, Neb.

### ADMISSION OF FEAR

THEY HAVE PRESENTED about as good a case as they have for themselves on integration. They admit they have nothing to suggest, which is a pity. But more's a pity for the distinct admission of fear contained in their defense. Contrast their anxiety of safely meeting in "one's own home" with the quiet, dignified courage of Negro girls and boys entering and attempting to enroll in segregated schools.

D. H. LANE.

Buffalo, N. Y.

THROUGH HISTORY WITH J. WESLEY SMITH

"And for the final joust of this tournament, the challenge is accepted by our last remaining knight—Wesley Coeur de Poulet!"

### MISLEADING

"THE PLIGHT of the Southern Liberal" is undoubtedly sincere, but painfully misleading. Your Northern readers, I believe, should hear another viewpoint. I used the term "misleading" because your informant represents her viewpoint as that of "the Southern liberal." The fact is, there are roughly two kinds of "Southern liberal."

And we must emphasize that we are talking about the white liberal; any discussion of the "Southern viewpoint" tends to ignore the fact that the Negro is a Southerner, too.

HOWARD ZINN.

Atlanta, Ga.

### HARD ROW TO HOE

AS ONE who often finds himself identified with the loose fraternity of Southern liberals, I was troubled by N.C.'s editorial on the "plight" of this special breed. The Alabama lady whose views you dutifully report deserves respect for her evident sincerity and concern. I am the first to agree with her that the Southern liberal has a hard row to hoe and, when genuinely liberal, has a special claim to the label. But the occupational disease of Southern liberalism, particularly in its diluted forms, is self-pity. Your Alabama spokesman unfortunately appears to be suffering from an acute case. How nice it was in the good old pre-Warren days when we could work within the comfortable, uncontested framework of "separate-but-equal" for better treatment of our Negro friends. How very nice that some of our important business and local government leaders, though fiercely committed to the status quo, gave us their tolerant support. And how very, very nice that we could meet together—non-segregated, of course—without fear of unpleasant consequences.

HAROLD C. FLEMING.

Atlanta, Ga.

### UNINTERESTED IN EQUALITY

"THE PLIGHT of the Southern Liberal" contains within it the same ingredients which have always placed the liberal in one plight or another. Of course the Southern liberal "has lost his effectiveness," but I seriously question his effectiveness under ideal circumstances. I refer to the kind of effectiveness which strives toward an eventual goal of social and economic equality of opportunity for the Negro. The only "effectiveness" referred to in the article was physical effectiveness—food, health, salaries, housing, etc. While these items are certainly of great importance, the Southern liberal is very pointedly uninterested in effectiveness that would lead to equal opportunity for the Negro.

REUBEN ROSE.

Santa Fe, N. M.

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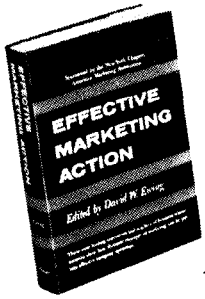
**Harper Books** KEEP PACE WITH AMERICAN BUSINESS

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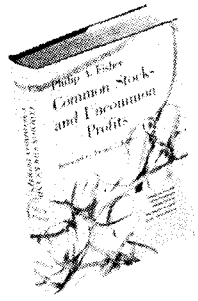


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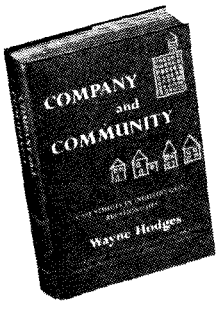


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# Requiem for the Modern Age

***"Landmarks of Tomorrow," by Peter Drucker*** *(Harper. 270 pp. $4.50), is concerned with America's future in science, business, education, economics. Gardiner C. Means, who evaluates the study, is an economist.*

By Gardiner C. Means

PETER DRUCKER has just returned from a Lewis and Clark expedition into that great unexplored territory—the future. In his new book he does not give us "a road-map to the next period of history," as the jacket suggests, but, rather, certain landmarks to this territory which are visible from where we now stand. Just the listing of these landmarks is breathtaking. They follow:

1. The new world-view which grows out of the scientific revolution of the twentieth century;
2. Organized innovation, both physical and social, which grows out of teamwork in scientific research and engineering application;
3. The "new organization"—big business and other big administrative units with the great potential for production and the new problems of power which they involve;
4. The explosion of education which, in a single generation, has increased the proportion of youngsters receiving a high school education from a small fraction to more than 80 per cent of that age group, and at the college level has increased enrollment from a meager 4 per cent to 35 per cent;
5. The concept and practice of economic development, exemplified by the Marshall Plan and Point Four, with its broadening conceptions of the welfare of peoples in contrast to the wealth of nations;
6. The crisis in liberal government as the classical theories of atomistic competition and individualism no longer serve to define the appropriate role of government;
7. The revolution in the East, as the twin forces of science and technology, having rebuilt the medieval societies of Europe and flowered into those of Russia and the United States, at last penetrate the rest of the world, releasing new aspirations and undercutting the preconceptions of these older, stable societies.

There are other landmarks of perhaps equal importance that we can now envisage, such as the imminent conquest of health and the resulting explosion of population; the increasing role of leisure and its implications for welfare; and, above all for the economist, the changed character of competition and the emergence of natural oligopoly (competition among the few) as a national and international problem created by the "new organization."

Any intelligent discussion of such landmarks cannot fail to be stimulating. What gives this particular discussion significance is not the specific landmarks selected nor their actual treatment, but the new type of cartography called for. In the author's view (and also in that of the reviewer), the "Modern Age" represented by the last 300 years of Western scientific and cultural development, based on concepts of mechanism, is giving way to a new age, "not yet named," which is based on new concepts and requires a new synthesis to give it meaning. In Mr. Drucker's words, "We live in an age of transition, an age of overlap, in which the old 'modern' of yesterday no longer acts effectively but still provides means of expression, standards of expectation, and tools of ordering, while the new 'post-modern' still lacks definition, expression, and tools, but effectively controls our actions and their impact."

The author regards it as his task to spy out the land and report, not to provide the map which will give guiding coherence and simplicity to the complexities of the new age. His role is that of the scout.

In carrying out this task Mr. Drucker has stated the problem well, but his analysis of the new characteristics requiring synthesis leaves one troubled. He makes "purpose" the ordering idea underlying new concepts, "including the new concepts of modern physics." Yet this teleology is contradicted by modern science. He denies that "innovation" played a significant role in either the concept or the fact of "progress" in the eighteenth and nineteenth centuries. When he says, "The farmers are dominated by national farm organizations," one questions his knowledge of American farmers. When he speaks of "the sheer cliffs of organized labor closing off access to jobs to all but the dues-paying members," one thinks of the ease of joining the auto workers' union and the "sheer cliffs" that prevent one from driving a car on a public highway unless one has paid his "dues" to the registration office.

The author is at his best when he discusses the system of power and responsibility within the "new organization," but at too many points one is struck with the looseness of thinking and expression. Nevertheless this is a stimulating book that poses a real problem.

**"Harold! But you were in London just six and a half hours ago!"**

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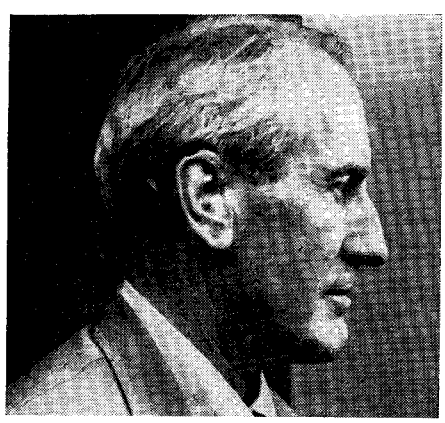
# Giddiness in the Fourth Estate

***"The Sugar Pill," by T. S. Matthews*** *(Simon & Schuster. 227 pp. $3.75), analyzes journalism and finds that it provides not news but entertainment. This conclusion is examined by Nicholas King, an editorial writer on the* New York Herald Tribune.

By Nicholas King

WHAT is the business of the press—communicating the news, spreading the truth, upholding the public good? These are not the answers to be found in this book. According to T. S. Matthews, the business of the press is business; to wit, the purveyance of entertainment, big business—as publishers and advertizers know. And in the course of this enterprise it makes a good deal of money, or, in the genteel phrase, "survives."

Mr. Matthews is a former editor of *Time* and his analysis of journalism must be respectfully regarded. What is news itself? he asks, and replies, "News is what the press produces." Facts are only facts if they are read by the right people in the right places at the right time. And the power of the press to influence and lead? A myth. Newspapers do not really influence anyone in important ways; as evidence Mr. Matthews cites the years of Democratic rule in this country from 1932 to 1952 when 85 per cent of the press was owned or controlled by Republicans. Rather, the press is a reflection of contemporary popular culture, producing day by day not our daily bread, but a sugar pill of entertainment. And, he asserts, this is equally true of the "quality" newspapers as of the tabloids.



—*Elliott Erwitt.*

T. S. Matthews: "What is news itself?"

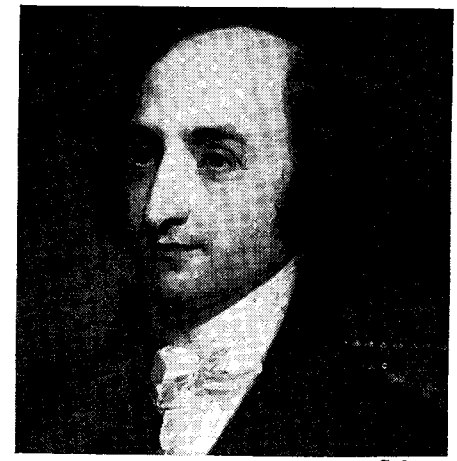
This last point is audaciously taken. But Mr. Matthews goes on to support it with a detailed analysis of two of the most successful newspapers going —the *Manchester Guardian* and the London *Daily Mirror*. The *Guardian* and the *Mirror* would seem to be poles apart—the one designed for the educated elite, the other a brawling, noisy tabloid with eye-aching type and a fantastic circulation of four and one-half million. On the contrary, they are merely different sides of the same coin, and the readers of the *Guardian*, in their cool, detached way, are undergoing the same experience as the readers of the *Mirror*.

Mr. Matthews does us a service in raising these questions about the press. Whatever its virtues, the press is not overly given to searching self-analysis, and it is sometimes too fond of assuming heroic and solemn attitudes in relation to the public weal. This book will anger many people; it will also make them think.

If there is a fault in his argument, it is the failure to define entertainment. "News" is not truth, or at least, not all truth. In that case, there may very well be truth in entertainment. People seldom read news stories out of a stern sense of duty; they read them because they are interested—*i.e.*, because they are entertained by the situation in West Africa or in Wall Street.

As for "The Sugar Pill" itself, American readers may well feel themselves somewhat at sea because it is addressed to a British audience. We may have a nodding acquaintance with the *Manchester Guardian*, but few of us know the *Mirror*. There is much that is of parochial interest: the floor plan of the *Guardian* building, for example, or the physical appearance of its staff members. And while the *Mirror*'s ownership is a topic of interest in Fleet Street, it is of ephemeral importance here. Furthermore, none of these things has much to do with Mr. Matthews's argument. A final point—books previously published in Britain should be gone over for unfamiliar British usage: not everyone knows, for instance, that a "leader" is an editorial.

The thesis of "The Sugar Pill" is a provocative one that should, and will, arouse healthy controversy. The defects of its presentation do not affect the strength of the book's ideas.



—*Culver.*

Albert Gallatin—"an affinity for figures."

# Federal Finance

***"Albert Gallatin: Fiscal Theories and Policies," by Alexander Balinky*** *(Rutgers University Press. 256 pp. $7.50), points up the parallels between today's Federal monetary problems and those during the administrations of Jefferson and Madison. Critic Samuel Flagg Bemis is the author of numerous books on American history.*

By Samuel Flagg Bemis

WHO has been the greatest Secretary of the Treasury since Alexander Hamilton? Certainly not Albert Gallatin, according to the thorough if somewhat tautological analysis of Alexander Balinky's nonpartisan dissertation.

Raymond Walters, Jr.'s recent (1957) biography "Albert Gallatin: Jeffersonian Financier and Diplomat" subordinated fiscal policy and administration of the Treasury to the general framework of his whole long life. His mention of Gallatin's fiscal system and stewardship did not venture any judgment as to its validity; he did point out that the Gallatin who so criticized Alexander Hamilton's administration felt no embarrassment, when he himself came to office, in occasionally reversing his own attitude toward Hamilton. The main purpose, and lesson, of Mr. Balinky's monograph is to measure the success of Gallatin's policy and practice as Secretary of the Treasury under Presidents Jefferson and Madison.

In those years of the foundations of American nationality, party politics inevitably entered the financial picture. As first Secretary of the Treasury Hamilton constructively made his fiscal system the basis of Federalist party politics in the new government inaugurated by President

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Washington under the Constitution of 1787. Gallatin, on the other hand, destructively subordinated his financial policy to the dictates of party politics when the Jeffersonian Democrats came into power.

What was the basic difference between Hamilton's system and Gallatin's system?

Hamilton believed that the existing state debts, and the indebtedness of the Continental Congress, both stemming principally from the common Revolutionary War effort, could be used by a stroke of statesmanship to strengthen politically the structure of the Federal Government. He persuaded Congress to pass the famous Assumption Act of 1790, by which the new general government took over the state debts. Thus Hamilton brought the commercial and financial elements of the whole Union to the support of the new government. In his oft-quoted words, he made of the national debt a "national blessing." But Hamilton never meant that the greater the national debt the greater the blessing would be! He merely turned it to the vital purposes of his immediate statecraft. Hamilton put the steel beams of national credit into the new structure of the Federal Government.

President Jefferson came to believe, and Gallatin with him, that the Federal Government had overvalued the state debts in assuming them, and that anyway a national debt was more of a curse than a blessing. It tended to put the yeomen of the country, the farmers and agrarian interests in general, under domination of the commercial and financial interests. Jefferson and Gallatin feared that thus the national debt would be an engine of the few for the control of the many.

Gallatin's policy was to pay off the debt as soon as possible, and keep the budget balanced. By strict economy in government expenses he expected to be able to achieve this great end and at the same time do away with the internal taxes imposed by the Federalist regime. Gallatin's plan was to rely on the Hamiltonian tariff imposts for nine-tenths of the national revenue, and on the sales of Federal lands for the remainder.

Through no merit of its own, Gallatin's policy worked wonderfully well during what the author calls the "golden period" of Jefferson's administrations, 1801-1808. This was because American neutral commerce so expanded, thanks to the European wars, as to yield tariff revenues affording a handsome surplus—until the Embargo and the War of 1812 cut off this rich revenue. Congress, under the golden glow of Gallatin's early surplus and the illusion of his short-sighted fiscal policy, too long resisted new taxes and new debts. Luckily, Great Britain's concerns on the Continent of Europe prevented her from diverting sufficient military and naval strength to the American war. The War of 1812 ended without any victory on either side and at a moment when our national finances were at the point of collapse. Meanwhile Gallatin had escaped into the American Peace Commission (he had originally preferred to be Secretary of State) and left the administration of the Treasury to a succession of obscure and hardly competent secretaries.

Gallatin's genius consisted in an affinity for figures and administration rather than in grand constructs of fiscal policy.

If not Gallatin, who then has been the greatest Secretary of the Treasury since Alexander Hamilton? Mr. Balinky doesn't nominate anybody. But he points out that the same conflict between sound fiscal measures and party politics still persists, in greatly magnified degree. "The New Deal heritage (as embodied, for example, in the Full Employment Act) domestically, and the ever-present threat of Soviet imperialism internationally—not fiscal principles—have stood in the way of any serious efforts to cut down government expenditures, reduce the size of the public debt, lighten the tax load, and balance the budget." So it was in Gallatin's time.

# They Cleaned Up a Nation

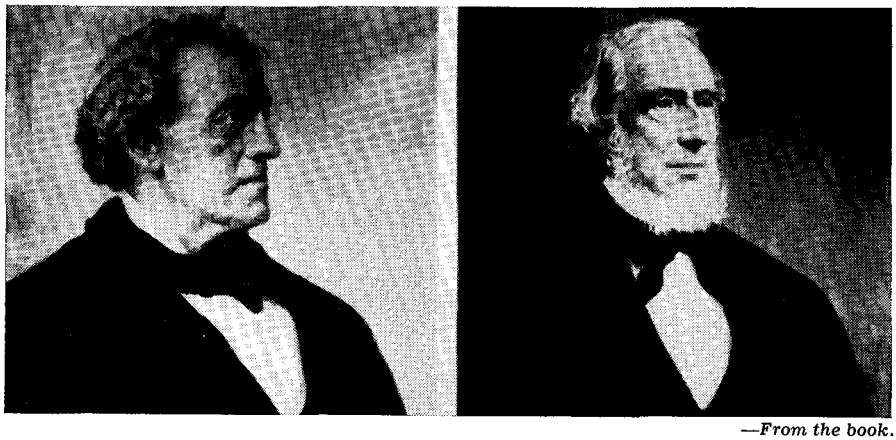
***"It Floats: The Story of Procter & Gamble," by Alfred Lief*** *(Rinehart. 338 pp. $5.95), is a history of the business that zoomed to success with a product claimed to be 99 44/100 per cent pure. Historian Allan Nevins appraises the book and its subject.*

By Allan Nevins

CIVILIZED man can do without books but not without cooks; he can do without hope but not without soap. Presumably everybody who washes face and hands regularly knows at least three firm names in the saponaceous domain: Lever Brothers, Colgate - Palmolive - Peet, and Procter & Gamble. Assuredly, too, everyone knows a few basic facts about Procter & Gamble. We all know its Ivory Soap, made in Cincinnati, floats and is 99 44/100 per cent pure. We know that ever since the days of E. W. Kemble in illustration and Graham McNamee in broadcasting the company has been prominent in advertising. ("Soap opera" began with its "Ma Perkins" series placed on the NBC network in 1933.) We know that its recent president, Mr. Neil H. McElroy, is on loan from the company to be Secretary of Defense. Most people ought also to know that the company has been generous in its gifts to higher education. Indeed, Mr. McElroy's last public act as its head was to inaugurate a new plan for unrestricted grants totaling $900,000 a year.

The romantic period of Procter & Gamble history, like that of many another great company, lies in the years of its early rise. This was at the beginning of the 1880s, when a number of factors combined to make the business unprecedentedly prosperous. One was the appearance of a family member, Harley Procter, who had the

(*Continued on page* 66)



—*From the book.*

**William Procter and James Gamble, founders of P & G—from tallow to Tallulah.**

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LITERARY HORIZONS

## Novels in Limbo

By Granville Hicks

THE four novels I am reviewing are alike in only one way: none can be called a success, and yet none is a complete failure. They are good enough so that I can understand how they got written and published, and there is not one of them that I am sorry to have read, but at the same time I am dissatisfied with them all. What I want to do is to indicate the redeeming quality in each and speculate upon the causes of failure. Since a good deal of the fiction that gets published belongs in the same limbo as these novels, the inquiry may be useful.

Stephen Becker's **"Juice"** (Simon & Schuster, $3.75) attacks a currently popular theme, the problem of integrity in the modern world. What I like about it is that it poses the problem in plausible terms. Driving home after a day's work as managing director of the Pacific American Network, and after a couple of drinks, Joseph Harrison hits a man with his car and kills him. Knowing he has been careless, Harrison expects to pay whatever penalty the law exacts, but this turns out to be less easy than he has supposed, for the chairman of the network's board exerts influence—turns on the juice—to get him off. Becker shows how Rhein's influence operates, gives a perceptive account of the dilemmas it raises for Harrison, and brings the story to a climax that is both credible and satisfying.

What is weak in the novel derives, I believe, from the fact that Becker lacked faith in his story. He has introduced into the novel, and elevated to a position only slightly less important than Harrison's, a criminal lawyer named John James Davis. Davis is the kind of character one would expect to find in a wisecracking detective story—sophisticated, cynical, witty, and pure make-believe. He is amusing enough, and if the novel were intended merely as diversion, one wouldn't object to his presence, but in a book that is otherwise pretty substantial his phoniness is distracting.

In **"The Width of Waters"** (Houghton Mifflin, $3.50) Alfred Kern writes about a sesquicentennial celebration in a small Pennsylvania city called Buchanan, but this is not the folksy kind of novel the subject might suggest. As the time for the celebration draws near, there is the threat of a strike in the city's main industry, and this has extensive implications. At the same time—this is 1953—one of Buchanan's young men, a descendant of the founding father, is among the American soldiers in Korea who refuse repatriation. As if these were not complications enough for Jack Gaitz, a young public relations man whose baby the sesquicentennial is, his closest friend, the son of Buchanan's principal industrialist, has died a hero's death in Korea, and his widow, who was once Gaitz's girl, comes to visit her late husband's parents.

This sounds pretty involved, and it is. Kern keeps a firm enough grip on what is going on, and events are set forth without serious confusion. But Kern is not merely telling what happened; he is trying to show how Jack Gaitz found himself in the conflicts of this momentous week. Gaitz is confronted with a series of moral problems, and it is in trying to show how he solves them that Kern runs into trouble. The central issue—which is again the question of integrity—slips away from him because it has to be defined in so many different relations. As a result we don't quite believe in what we are told has happened to Gaitz by the end of the story.

Victor Chapin in **"The Company of Players"** (Houghton Mifflin, $3.95) has the advantage of a naturally interesting subject about which he is well informed. Author of two earlier novels, he has also had a career on the stage, and I assume he has taken part in a tour such as the one he describes in the book. He tells how Ben Blake, who has been away from the theatre for four years, comes back to Broadway and is lucky enough to get a job with a veteran actress whom he has long admired, Madame Rostova. We are introduced to the members of the company, and then travel from city to city and finally out to the Coast. If nothing sensational happens, the novel is the better for that. It is less intense and less lively than "Quicksilver," the novel Fitzroy Davis wrote some years ago about a company on tour, but it has the same kind of authenticity.

The trouble is that one is more interested in the tour as a tour than one is in the hero as a hero. In the course of the novel Ben Blake is involved in different ways with three women, but none of these involvements is particularly exciting for the reader. What is more important, we don't feel Ben's alleged passion for the stage, and hence his coming to the conclusion that he will never be a great actor doesn't move us. The novel is careful and honest but it remains tepid.

As my descriptions have indicated, the three novels thus far considered are conventional in form and subject; if you were a book salesman or a librarian and somebody asked you what they were about, you would have no difficulty in saying. John Updike's **"The Poorhouse Fair"** (Knopf, $3.50), on the other hand, is deliberately and even self-consciously offbeat. Updike has taken an unusual and, on the surface, an unattractive subject, and he has written about it in a way that is often hard to follow.

I respect his unorthodoxy, the scrupulousness of his writing, the ingenious ways he has of presenting his characters, but I feel that he has tried to make the little novel carry more weight than it is able to bear. Gradually one realizes that this story of poorhouse conflicts is supposed to be a parable of the welfare state, with Connor, the superintendent—prefect he is called here—cast in the role of benevolent dictator. Furthermore, for no good reason that I can see, Updike has chosen to set the story in the future—say about 1980—and he alludes vaguely to the progress of the welfare state outside the poorhouse's doors. If he had let the little story alone, it might have been more impressive.

Updike, who is some distance short of thirty, has published stories and poems in *The New Yorker*, and they indicate, as do many parts of the novel, that he is a talented young writer. If he has fallen short of success this time, I feel that another time he may make it. I am less confident of the other three, and yet each has done well enough to convince me that he might do better. I am particularly impressed by Kern's grasp of the structure of contemporary society, which is a gift on which a substantial career could be built. Such possibilities keep publishers from despair and reviewers from boredom. We can't expect masterpieces every day, and so we have to be grateful when we are given even a moderate degree of pleasure and some cause for hope.

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# On Pursuing the Pursuit of Happiness

*Philip Wylie, who has flailed American mores, our indifference to civil defense, and most recently the impression that U.S. tourists make overseas, also finds his temper quickened by a type of "scholarship" that promises much, delivers little.* ***"The Pursuit of Happiness in the Democratic Creed," by Ursula M. von Eckardt*** *(Praeger. 400 pp. $4.50), according to him, represents its quintessence.*

By PHILIP WYLIE

WITH lofty anticipation I recently received from her publisher the galley proofs of Professor von Eckardt's "The Pursuit of Happiness in the Democratic Creed." That expectation was heightened by certain statements on an accompanying proof of the dust jacket. They led me to believe I would find in the treatise three matters for particular delight:

First, the etiology of the concept of a human right to the pursuit of happiness—a holy tenet of our Declaration of Independence for which Thomas Jefferson was responsible;

Second, evidence, in a "profound explanation" of the foregoing, that the author was scholarly;

Third, and even more quickening, a timely demonstration of the validity (or falsity) of a human "right" to pursue happiness, set forth by the author "in the context of Darwin and Freud."

Clearing my bedside table and reserving several evenings for a libro-cubicular revel, I began the preface, which opened with a quotation from Josh Billings: "Most ov the happiness in this world konsists in possessing what others kant git."

That bit of homespun cynicism (the preface was written by Harvard's Carl J. Friedrich) is left behind for higher things. After introducing herself by putting forward some academic credentials and offering thanks to various scholars (in a note written from Puerto Rico, where the author has been since 1956 assistant professor of political science at the University) Professor von Eckardt gets slowly down to business.

By slowly I mean that the reader is brought to the momentous days in which the Declaration of Independence was conceived, prepared, and signed, by way of references to Howard Mumford Jones, to "Our Age of Unreason," by a nod at a mid-way-man: William James. From there, her book becomes a disheveled survey of "thinking"—mostly philosophical—in the eighteenth (and prior) centuries.

—Bettmann.

**Jean Jacques Burlamaqui, to whose "underrated" ideas and influence on Jefferson's philosophy thirty pages are devoted.**

With quotation and summary, Professor-Doctor Eckardt strews forth some hundreds of pages anent the ideas that putatively took root in Thomas Jefferson's mind.

Since Jefferson, in his "Common-Place Book," actually did refer to Montesquieu, James Wilson, Pufendorf, Beccaria, Kames, Helvétius, Voltaire, Locke, Milton, and Shaftesbury —these are diligently assessed. Indeed, as I read on (with waning stamina) I felt as if I were rehashing the second semester of a freshman philosophy course.

It is interesting to know what (or "whom") Jefferson read—and what he thought of it (or them) though a quicker means to that end might be to read Jefferson, himself.

Some of Professor Eckardt's extrapolations were mildly exciting to this reviewer, such as her rendition (attributed, without proof, but with much common sense, to Jefferson) of a simple bit of obvious truth:

"Freedom of religion" implies freedom *from* religion. That freedom *from* religion is essential for *religious liberty*, is a fact most citizens, today, overlook. Instead, they seem to believe that "religious freedom" permits them, after any assertion of religiosity, to law their notions on everybody, in their God's name, and according to our Constitution, for their private ends.

However, such pearls were few and very far between. The rest was "scholarship"—the real McCoy; for this book had its rise in a disquisition on the philosophy of Jefferson whereby the author attained her Ph.D.

As a mere professional author, but not scholar, I would now like to use this work for a critical purpose more general than its theme, but relevant no less, I think.

The endless pages which summarize Jefferson's literate background resemble the bulk of most writing usually called scholarship. I demur. Such work is the mere compilation of research and ought to be known as "library roadwork." What is turned up by such "scholarship," moreover, is here (as all too often) material any decently educated person knows, or ought to know. "Scholarship" does not seem to require here (as, alas, elsewhere!) authorship, either. Some scholars can write and do; most, like this one, seem to imagine that their research-by-reading somehow endows them with a flair for letters. But the latter skill is attained, like any other, by discipline, self-discipline, and enormous practice. Listening to symphony music never, of itself, imparts "a flair" for playing a fiddle at concert level; no more does reading, from Aristotle clean through Hume, make an author. Sometimes it helps—is all. Professor-Doctor Eckardt's writing may be scholarly. It isn't very good, though.

And she exhibits another attribute of many so-called scholars which I deplore (without, of course, the academic "right"). She says, "Although Jefferson never cited Burlamaqui, Jefferson could not have avoided absorbing the political philosophy of the Swiss jurist."

I bet he could!

I bet he could, even though (as

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Professor von Eckardt notes) Burlamaqui *was* given a credit line by Jameses Wilson and Otis, both Adamses, Wythe, Madison, and Hamilton. However, on her mere supposition that Burlamaqui influenced Jefferson, Professor-Doctor von Eckardt feels free to devote about thirty pages to the exposition of the Burlamaquian postulates—ideas which she deems are today grossly underrated and grievously ignored. That I hold to be another process of "scholarship" which—however many doctorates it may yield—is slightly specious. To dig up the intellectual artifacts of some forgotten speculator and assert, on the basis of hazy inference, that they had vast influence on somebody else who is still in good repute may be a nice academic end run made through the broken field of some library, but it has a flaw: "scholarship" thus exhumed never brings off a touchdown of enlightenment.

Indeed, as I reached the last few galleys, I began to wonder if there was room enough left for the publisher's promised victory—proof that, in this age of "Darwinism and Freudianism" we do (or do not) still possess any right to pursue happiness.

By then—as you have gathered—I was briefed to the eyeballs on the philosophical roadwork Jefferson had done to reach *his* decision. (But I had already been briefed in that, long ago.) And I'd also been briefed, as I've said, on a good many metaphysical, epistemological, and other formulations, to which the author imagined Jefferson had been exposed. So I was frantic to find out whether the author thought later findings of Darwin and Freud had—or had not—canceled out the Jeffersonian tenet.

For, if I have one, *my* department concerns the area of modern knowledge and of contemporary extrapolation based on biology, physics, and depth psychology, *et al.*

I saw that Ursula von Eckardt had left herself, for that consideration, only a half dozen pages or so and I, therefore, began her concluding words with astonishment. How could she resolve, in so few words, what thousands of other scholars—and even I—have only tinkered with, in a myriad of whole books?

It turned out that the Professor-Doctor had not devoted to the philosophy of evolution, or of physics, or of modern psychology the attention she'd given to prior and now admittedly dated dreamings. Indeed, I judged—from her brief, debatable, and (from my standpoint) childishly unapperceptive assertions—that her scholarship here had consisted mainly, if not altogether, in a dazed reading of "Our Age of Unreason."

So I cannot call "scholarly" the conclusion of what may well be, in its special sense, a scholarly book. For, beyond some 300 pages that revealed the eighteenth-century concept of happiness to be founded in ideas of pain-avoidance and pleasure-seeking, I'd expected at least a reference to Freud's "Beyond Pleasure and Pain," if not to Carl Jung's description of "transcendence" and the "reconciliation of the opposites." No mention.

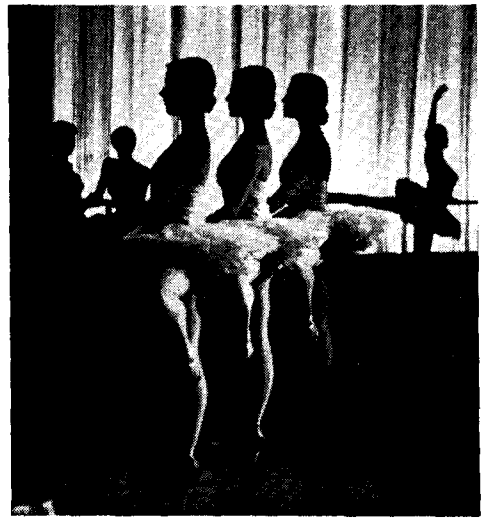
My disappointment, my sense of being sold short, aroused in me a pitch, not of homicide but, very nearly—as you see—of librocide. For Professor-Doctor von Eckardt concludes that the only "right" we have left, to pursue happiness (or, apparently, to pursue anything else) is to take the smiling but cynical view that we've discovered we don't know anything about man, now, save that, if we wait patiently, somebody, someday *may* find out something about man. Meantime, we can believe in man—or at least that man is—and hence that man ought to remain free, so he can keep on trying to find out . . . something.

Professor and Doctor Ursula von Eckardt is what is called a "political scientist"; ergo that letdown may merely reveal my prejudice. For I've long and publicly held that, since political behavior is but one of the products of human psychology, and, since psychology nowadays is a well-defined even if not an "exact" science, a broad understanding of what is known and what is theorized about psychology is a prerequisite for anyone who wants to call himself (herself) a "political scientist"—or, for that matter, a "sociologist" or an "economist."

Few such self-dubbed sachems see the need. The academies usually get them into the cart of Locke but never afterward hitch it to the horse of Freud. Yet, ensconced in a lot of obsolete authority, they rarely hesitate to define—then rue or run through—the horse they don't possess but only imagine.

Still—if you missed your second semester of freshman philosophy, or if you need (which you ought not) to bone up on Thomas Jefferson's intellectual background (as set forth by Professor-Doctor von Eckardt rather than Jefferson), here's an opportunity.

Markova in "The Dying Swan."



"Etudes."

Tallchief and Skibine.

**FOR THE BALLETOMANE, "Baron's Ballet Finale"** (Collins, $7.50), completed after Baron's death by his longtime collaborator, Arnold Hauser, presents a pictorial record of the dance during the past two decades. Baron, who followed the ballet as faithfully as Boswell dogged his Johnson, was fascinated by all forms of dance, and his photographs range from the classic poses of Alicia Markova to the exotic dramas-in-mime of Thailand and India. Above, right, a black-and-white study of the Festival Ballet's *corps*, and, left, Marjorie Tallchief and George Skibine as they appeared in "Le Prisonnier du Caucase."

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**FICTION**

# To Be Human and to Be Alive

***"The Picaresque Saint: Representative Figures in Contemporary Fiction," by R. W. B. Lewis*** *(Lippincott. 317 pp. $6), focuses upon six writers—Camus, Malraux, Faulkner, Silone, Moravia, Greene—whose novels portray the hero as an outsider of society. Edmund Fuller, our reviewer, is the author of "Man in Modern Fiction."*

By Edmund Fuller

WITH "The Picaresque Saint" R. W. B. Lewis makes a brilliant and refreshing contribution to our understanding of the contemporary novel. It is based upon a selection of writers which, on first impression, might seem odd, but the sense and relevance of which becomes manifest as he develops his study. He wisely perceives the question of the nature of man, and the image of man in literature, to be the central concerns of the writer and critic—a point which this reviewer has urged, but which is either ignored, slighted, or misunderstood by many critics. Finally, Mr. Lewis has captured a striking and vivid concept—the picaresque saint—to focus and unify his thought. It is seldom that such a key fits all the locks in a book that opens many literary doors. This one does not fit perfectly at all times, but it does so to an admirable and rewarding degree.

The writers studied, in close and analytic detail, are Alberto Moravia, Albert Camus, Ignazio Silone, William Faulkner, Graham Greene, and in a relatively brief epilogue, André Malraux, whose shadow lies in some measure across all these men. These novelists of four nations and three languages Mr. Lewis considers "representative" in an Emersonian sense: "not typical or average writers, but precisely writers who give final expression to tendencies and motifs that are elsewhere in their time only latent or partial." He calls these "second-generation writers" to distinguish them from the generation of Joyce, Proust, and Mann.

For that former generation the basic adjective was "artistic" and in its work and the criticism of it, esthetic and formal considerations were primary. To the new group, he applies the adjective "human." For them "the chief experience has been the discovery of what it means to be a human being and to be alive. Criticism, examining this world, is drawn to the more radically human considerations of life and death, and of the aspiring, sinful nature of man." These writers make the novel "an act of inquiry or of rebellion or expiation. . . ."

In the work of all his subjects (Moravia here being the weakest link) Lewis discerns a yearning, in widely divergent conceptions, toward some form of sainthood. These "saints of second generation fiction are men dedicated not so much, or not immediately, to a supernatural god as to what yet remains of the sacred in the ravaged human community."

The picaresque aspect derives from the fact that many of these unorthodox saints find themselves outcasts, fugitives, or wanderers. They are "outsiders—criminals to be pursued, escapees on the run, strangers in an alien world." Their protest is against the injustices of men, governments, and all forms of power, against the denial of brotherhood and even of life. Silone's Pietro Spina, in "Bread and Wine," the unnamed Mexican priest-sinner in Greene's "The Power and the Glory" are major types of the "saint" cast into the role of rogue—or vice versa.

Camus's Tarrou, in "The Plague," says, "What interests me is to know how to become a saint." "But you do not believe in God." "Exactly. How to be a saint without God: that is the only concrete problem I understand today."

Faulkner's Isaac McCaslin, in "The Bear," and his corporal, in "A Fable," are imitations of Christ.

In terms of these archetypal heroes (at a time when the antihero is prominent in the novel) Mr. Lewis interprets for us with many rewarding and complex insights, much of the most substantial writing of our time, together with ruminations upon the times themselves which have produced the literature.

Especially rewarding for me are the chapters on Silone, Faulkner, and Greene, in which we find criticism at its highest level. This reflects a temperamental affinity on one reader's part and not an objective comparison on the sections of the book.

Of particular secondary interest is a chapter segment in the Silone discussion in which Lewis examines, with respect and fairness, the essential failure of Steinbeck, notwithstanding his considerable accomplishments. It is the best study of this difficult problem that I have yet seen.

This is merely a cursory survey of a book of compact richness, requiring close reading and study. I, like others, would debate certain points with Mr. Lewis, but have nowhere seen a more broadly based examination of contemporary writing

# The Child of Many Winters

By John Haag

THE child of many winters came
And stared into the fountain where
The lost bells ring. Another time
She could have seen the evening star
Drinking its own reflection, or
The water curling into foam.

The fountain flashed on cobblestones.
Bell music in the water slid
Down to the basin; tambourines
Of silver clattered where it fed
The changing surfaces and made
The depth uncertain. Orisons

In liquid, flickering among
The lights and pebbles, startled her
Who dabbled fingers to prolong
The ripples while she waited for
The clearest image to appear,
And listened for the bells to ring.

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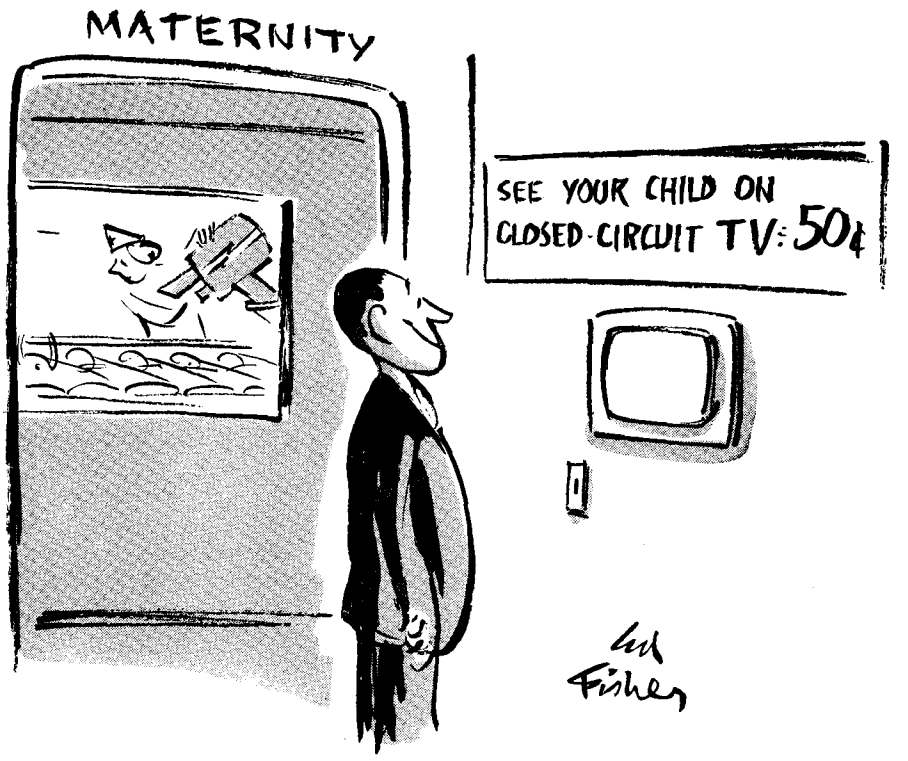
in terms of Silone's marvelous question, "What is man? What is this human life?" I share profoundly in what Mr. Lewis calls "only a personal opinion . . . that behind all forms of the sense of loss is the felt loss of the presence and even the life of God." The yearning ache, or the frenzied despair, arising from those who feel this loss, is the key to modern writing. As Graham Greene observes, ". . . with the religious sense went the sense of the importance of the human act."

Everyone concerned with the major figures, internationally, in the novel today will find "The Picaresque Saint" an essential book.




# A Forgotten Gotham

***"Tenderloin," by Samuel Hopkins Adams*** *(Random House. 372 pp. $4.95), is a posthumous novel, by a prolific American writer, about that gay decade of the 1890s. William McFee, critic and novelist, whose own lengthy literary career began in 1908 with "Letters from an Ocean Tramp," comments on Mr. Adams's last book.*

By William McFee

THE news last November that Samuel Hopkins Adams was dead rang various bells in the memories of his contemporaries. How long ago, for instance, were we reading "Revelry"? But it was only the other day, surely, that we were following "Tales of a Grandfather" in *The New Yorker*. Long before that, a score of years, Adams was at a party in Westport with Montague Glass and H. T. Webster, the creator of Caspar Milquetoast. On another occasion, in that era, he was the life of the party with Howard Brubaker and John Held, Jr. It is difficult to believe he had so many contemporaries.

Emerging from the Gilded Age, Adams grew up in the Gay Nineties; he reported the "Incredible Era" of Harding; he surveyed the Aspirin Age, and was gathered to his fathers in the dawn of the Atomic Age. His "Tenderloin" might be the narrative of an awakened Rip Van Winkle.

The curious thing about Adams, as a writer, and it is pointed up in this posthumous novel, is that none of his contemporaries in our time influenced him. So far as "Tenderloin" is concerned, Hemingway, Conrad, Faulkner, Fitzgerald, and O'Hara were nonexistent. "Tenderloin" is a novel of the Gay Nineties, but it is in no sense an "historical" novel. He has never heard of Dreiser. It is written by a man of that era, the era of Richard Harding Davis. At times, but only at times, the narrative sounds like one of S. J. Perelman's maniac spoofs of early silent movies. It is the romantic resuscitation of a dead New York—a New York we find intolerable to contemplate except through rose-tinted glasses. Adams supplies these lenses.

It is not surprising that "Tenderloin" was instantly seized as the basis of a musical. It is not a novel in the ordinary sense, a narrative of actual people. It is the discursive libretto of a musical. The songs of the period, the fact that one of the principal characters has a divine silver tenor voice, make one suspect Mr. Adams had this in view when he wrote it.

We open at what is now Grand Central Station, where mules hauled freight cars into the tunnel. Mingling with the motley crowd, peddling candy, is Tommy Howatt, who has hoboed from coast to coast, doing chores from printer's devil to singing at revivals. Now, by the sort of coincidence that makes a musical comedy, he runs into Dan Adriance, "handsome Dan," who played right guard at Hamilton when Tommy was a water-boy. Mr. Adriance is a star reporter on the *Star*, and is squiring lovely and rich Laurie Crosbie, who has a mysterious past, but who is now in society. Dan is in love with an even more mysterious and ruthless woman, Kathleen, a *femme fatale* if there ever was one.

This will give the reader the idea. Mr. Adams is full of invention, but nothing in this remarkable narrative transcends the transfiguration of the guttersnipe Tommy Howatt, of Skunks Misery, Madison County, New York State, the candy-butcher with the heart of gold, into a *Police Gazette* reporter and thence into a polished clubman, the confidant of Mrs. Stevens Parks, the social arbiter of the Four Hundred. It is Pygmalion in reverse. Laurie Crosbie transforms the rough diamond into a polished man about town, and marries him.

The plot of "Tenderloin," moreover, is tremendous, almost epic: when he accepted the call in 1887, the Reverend Brockholst Farr, pastor of the Old Stone Presbyterian Church, preached a sermon in which he described New York and its citizens in terms that would be extravagant if applied to the New Jerusalem. New Yorkers should be proud, he said, of being citizens of so grand, so moral, so clean, and so righteous a city. Later, when he discovered sporting houses, gambling parlors, and liquor saloons running wide open within a block of his church, he went to the police. They were astonished. They had never heard of such a thing. He must be misinformed. But it was slowly dawning on him that New York and Brooklyn bore an ominous resemblance to Sodom and Gomorrah. He preached a sermon to that effect.

Tommy Howatt, in his ascent into the heart of lovely Laurie (a most insipid heroine, by the way), plays checkers with Dr. Farr, who has assumed the garments of Savonarola,

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and in company of a parishioner named Allen Hardwick, a do-gooder, plunges into the *cloaca maxima* of New York, visits the disorderly houses in mufti, and interviews the madams and daughters of joy. In the course of these pilgrimages Hardwick disappears, is given knockout drops by a wily policeman, and is found, in *flagrante delicto,* by detectives. Dr. Farr is similarly railroaded into oblivion, his campaign collapses, Tammany rides high, and the Tenderloin runs wide open as before. Tommy, however, is not finished. He is the hero, and he still has an arrow in his quiver.

All this reminds an elderly reviewer of a former best-selling novelist, Robert, who at the beginning of the century wrote a book about the same New York, "The Victors," depicting the skulduggery and corruption of Tammany New York. Mr. Adams cannot add anything to this tale to surpass the unfortunate facts. His novel is a literary curiosity. He is untouched by any recent developments in the art of fiction. These phenomena happen occasionally, throwbacks to a former age. There was William de Morgan in England, at the beginning of the century, in his old age abandoning his profession of designing stained-glass windows for churches, suddenly writing a series of novels, not like his contemporaries, Galsworthy, Bennett, and Wells, but in the manner of Dickens. Adams reproduces the brisk journalistic attitudes of Richard Harding Davis. Will "Tenderloin" find favor with the generation of "Lolita" and "Peyton Place"? It will, at any rate, make a wonderful musical.

**FRASER YOUNG'S LITERARY CRYPT NO. 813**

*A cryptogram is writing in cipher. Every letter is part of a code that remains constant throughout the puzzle. Answer No. 813 will be found in the next issue.*

NACFGBC BPH LGF EK PC

MDCK PC QPMC, EAF FOKH

PTK PQMPHC

BGTK RGRAQPT.

—XDCTPKQD.

*Answer to Literary Crypt No. 812*

Whatever is, is in its causes just.
—Dryden.

# A Romantic Road Between Wars

***"The Second Chance," by Almet Jenks*** *(Lippincott. 635 pp. $5.95), chronicles the life of a New England gentleman, whose career falls in the years between the two world wars. Critic Ben Ray Redman assesses the novel for* Saturday Review.

By Ben Ray Redman

PRESENT fashions in fiction would seem to decree that a novel should be either very long or very short, and as a result readers are often made to feel that an author has taken too brusque a leave of them, or, by wilfully padding his story, outstayed his welcome. "The Second Chance" is on the long side—635 closely printed pages—but there is not a paragraph of padding in it. At no point does Mr. Jenks permit a too facile pen to run away with him; after a few opening pages of somewhat awkward exposition he is always in complete control of scene, character, and action.

There are of course many kinds of novels, ranging from the picaresque yarn to the subjective stream of consciousness, but it may be safe to say that the classic or traditional function of the novel is the exhibition, exploration, and illumination of human relationships resulting from the interaction of characters. This is precisely the function that "The Second Chance" performs with conspicuous success.

At the center of the action stands and moves Blaine Winter, the well-bred son of well-bred parents, whose roots draw nourishment from New England soil. Not rich, but comfortably off, as the saying goes, and no less comfortably sure of their place in the social scheme of things, the Winters for many years have had a town house in Boston and a summer place in the village of Fairburn. Blaine has gone to the best of prep schools and the best of colleges, and has made the best—most snobbish—of college clubs. When we meet him in June 1919 he is twenty-five, having just returned from France and the First World War, and is awaiting his discharge at Camp Mills. What was to prove the Great Adventure for so many men of his generation is behind him, but Blaine's real adventures lie ahead.

—*D. R. Wann.*

**Almet Jenks—"reminds us that good taste still has its place."**

In the course of them we come to know him in relation to his father, mother, and younger brother, the girl he marries, the two other women whom he loves, his father-in-law, his friends, and, finally, in relation to himself. We come to know him well, because Mr. Jenks knows him so well, and knows so well how to communicate this knowledge. We follow him on a road that leads from one war to another, through Wall Street and the great Southwest, through Boom and Bust and Recovery, back to his old school, and from there to an island in the Pacific. It is a road that, thanks to the author's skill, always beckons the reader on.

But Blaine Winter, incurable romanticist, is only the most fully realized of many characters whom Mr. Jenks has brought to life. One of his subtlest, most impressive achievements is to be found in the growth and development of Hope Dennison, Blaine's wife. And impressive, too, is his ability to write truthfully, effectively, and evocatively of both licit and illicit love without relying upon the clinical details of sexual case histories. He reminds us—and perhaps we need the reminder—that good taste still has its place and uses in fiction; that a novelist need not write like a mucker in order to prove himself a realist.

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# Structure of the Russian Soul

***"Short Stories of Russia Today," edited by Yvonne Kapp*** *(Houghton Mifflin. 250 pp. $3.50), is a collection of stories written by Soviet writers during the past twenty-five years. It is reviewed by Waclaw Jedrzejewicz, former Minister of Education in Poland who is now professor of Slavic Studies at Ripon College, Wisconsin.*

By Waclaw Jedrzejewicz

BEFORE World War II people traveling by train from the West to Soviet Russia had to go through Poland. The boundary between Poland and Russia bisected the station Negoreloye, and at this station one had to change trains. Travelers noticed something else than just the changing of trains: here one world ended—Europe—and another began. Asia? No, not Asia. And, yet, something quite different from Europe. The great Russian philosopher Nicolai Berdyayev wrote in his book about Dostoevsky: "It must be understood that the structure of the Russian soul is all its own and completely different from that of Westerners . . ."

In reading the collection "Short Stories of Russia Today," one gets the impression that he has passed Negoreloye and is in a completely different world. The reader finds himself in the atmosphere of social realism that till now has permeated Russia. The general editor of this collection, Yvonne Kapp, picked the majority of short stories from the period 1934-1943—the most unexciting era of Soviet literature. The stories are either not interesting, like the two by Vera Inber (a capable poet, but a poor writer of prose), or they are totally intent on Communist Party activities and leaders. All this we know by heart, and even talented people like Lavrenev and Simonov can be boring when they get repetitious about Soviet heroism in the Second World War.

But after Stalin's death there appeared in Russia a "relaxation" and the first sign of this came in Ilya Ehrenburg's book entitled "The Thaw" (1954). It was apparent even more strongly in Dudintsev's "Not by Bread Alone." Both these novels, and numerous short stories, begin to show life in Russia as it really is, where directors, political commissars, agitators on kolkhozes and factories are not infallible heroes, but ordinary people with human frailties.

In Yvonne Kapp's collection there are, however, several stories written in 1955-1956. One reads with great satisfaction Yury Trifonov's delightful and witty "Fedor Kuzmich of the Conservatoire"—a story one can hardly associate with the author of the book "Students," written before 1950 in a socialistic-realistic vein.

In common with the Polish novelist, Marek Hlasko, who writes very openly, the Soviet writers seem to try to shun the restraints of dialectical materialism. One can see that they are trying to free themselves from the former vigilance. Varvara Karbovskaya writes in "Bondage": ". . . Shall I tell about a couple of lovers and how it turned out that she was the newly appointed director of the factory where he was an unsatisfactory worker? We've had that ten times. Shall I tell how she, his beloved, attained high production levels while he, her beloved was still not up to . . .? I don't even want to finish thinking this to the end: we've had it a hundred times already." Thus Karbovskaya writes simply about love. And it makes a good story.

Far ahead of the other stories in quality is "Loaf Sugar," by Konstantin Paustovsky, a real masterpiece of this type of literature, full of charm and romanticism. It is a pity that Paustovsky's works have not been translated into English. The works by this capable writer are altogether too little known in this country.

I regret that "Short Stories of Russia Today" does not contain more selections of later, post-Stalin times. Because it is in the short stories that one can see the tendency and pull of Soviet writers toward freedom of thought and expression.

The valuable biographical notes enable the reader to understand more clearly some of the lesser known Russian writers.

## Criminal Record

**THE PORT OF LONDON MURDERS.** *By Josephine Bell. Macmillan.* $3.25. Death of Scotland Yard sergeant sparks search for killer that involves platoon of suspects and horde of spear-toters. Thames-side background realistic, effective, but you can't tell the players without a score card.

**BROTHERS AND SISTERS HAVE I NONE.** *By Jack Usher. Mill-Morrow.* $2.95. Milwaukee trucking tycoon flies to cottonwood-sagebrush-jacaranda country to salvage Korean War buddy facing execution five days hence; woman kicked in stomach survives; much gunplay, general mayhem, drinking. Slam and bang.

**VIOLENCE.** *By Cornell Woolrich. Dodd, Mead.* $2.95. Six yarns (settings include New York, rural N. Y., France, Mexico) are wrapped up in this packet of situation pieces, all handled with this author's characteristic ingenuity and power-house punch.

**DEPART THIS LIFE.** *By E. X. Ferrars. Crime Club.* $2.95. English lawyer's death jolts younger sister (his housekeeper) and booked-for-altar daughter; Inspector Crankshaw of local cops says "everyone has secrets" and proceeds to dig out same. Wispy, emotional, out-of-the-past stuff.

**THE DEVELOPMENT OF THE DETECTIVE NOVEL.** *By A. E. Murch. Philosophical.* $6. Scholarly, readable study starts from scratch, then examines Victorians, includes best of contemporary school, is highly hospitable to Americans. Sound critical performance by English lady is also useful directory of practitioners.

**KILL MY LOVE.** *By Kyle Hunt. Simon & Schuster.* $2.95. London sporting goods dealer strangles too possessive mistress; wife then a problem; crux of yarn is fifteen-year-old son; police work effective. Taut and tense.

**BEACON IN THE NIGHT.** *By Bill S. Ballinger. Harper.* $3.50. Yank soldier of fortune scours Greek isle, Albanian coast, for mystery map; A taps B taps C, etc.; cobalt 60 absorbed deleteriously; ladies present; terminal casualties extensive. Literate noisemaker, with unusual scenery, color.

**DEATH ON ALL HALLOWS.** *By Allan Campbell McLean. Washburn.* $2.95. Holidaying Inspector Neil MacLeod finds business awaiting him as Scotland land promoter and local servant girl perish; get ready for *ceilidh, skelp, guisers, slainte mhor.* Timetable job, with abundance of Q & A. Plus mark. —SERGEANT CUFF.

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PERSONAL HISTORY

# A Siren in Search of Serenity

***"My Story: An Autobiography," by Mary Astor*** *(Doubleday. 332 pp. $3.95), is the account of a onetime bewitching, always bewildered woman whose escapades some years back provided gamy tabloid copy.* SR's *motion-picture critic Hollis Alpert here evaluates her apologia.*

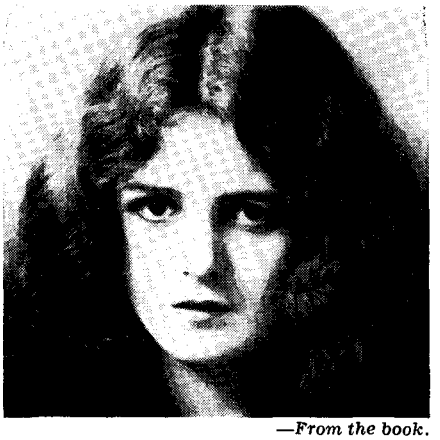
By Hollis Alpert

CAN a beautiful, young movie star, earning four thousand a week, find love and happiness? The answer, in Mary Astor's candid autobiography, isn't entirely negative, but any unusually attractive girl contemplating a career as movie star might well study these pages before approaching an agent. For Miss Astor's story is largely a record of turmoil and trouble. She is in her early fifties now (her own admission) and her career has been a long one, beginning with silent movies in the Twenties, and continuing into the era of sound and big screens. She has also worked on the stage and in television. By the time she was sixteen she was a featured player in movies made in the East, and at seventeen she was in Hollywood, playing leading lady to John Barrymore's Beau Brummel. The young Miss Astor promptly fell in love with the forty-year-old star, who went to great lengths to arrange trysts with his "protégée," even putting up with boring dinner and after-dinner sessions with Mary's watchful parents. The latter were not watchful enough, however, for their daughter was able to continue the romance long enough to earn her first broken heart.

She was born Lucille Langhanke, to Otto Ludwig Wilhelm Langhanke, a German immigrant, and Helen Vasconcells, who came from a Kansas farm. Exactly the right sort of stock from which movie queens are generally assumed to be made. Otto, an arrogant, ambitious fellow, according to Miss Astor's account, decided that the way to *his* fortune (everything else he had done had failed) was to get his daughter into the burgeoning movie industry. His methods were aggressive and shameless, and he continued to exploit his daughter until, finally, she pensioned both her parents off. Later, when she turned to psychoanalysis, she attributed some of her emotional misfortune to the lack of warmth and love in her home atmosphere.

From her mother she learned the habit of keeping a diary, a document which was to get her more publicity than even the most brash press agent dreams of. Miss Astor explains how most of the widely quoted passages were cooked up by a man who figured in the diary and who hoped to pressure her into dropping her suit for custody of her daughter, thus keeping the diary out of evidence. It contained, she assures us, nothing so lurid as a "box score," nor did she ever address "the damned thing as 'Dear Diary.'" The suit marked the finish of her second marriage, to a doctor. Her first marriage was to Kenneth Hawks (brother of the producer Howard Hawks), and it ended tragically when he died in a plane crash. Her third was to Manuel del Campo, a good-looking chap six years her junior (she was then thirty), and her fourth was to Tommy Wheelock, an Air Force sergeant. None of the marriages proved happy, and even the first was marred by an infidelity, due, she writes, to Kenneth's coldness.

The unsuccessful marriages and unhappy love affairs were compounded by a more and more serious drinking problem, by severe illnesses, and plaguing money troubles. She tried religion, A.A., and psychoanalysis. The last helped her the most. Father Peter Ciklic, a Catholic psychiatrist, turned her towards writing as a form of therapy. "My Story" is indirectly the result. It is an affecting account of a sorely beset and bewildered woman who managed in her maturity to find some serenity and self-sufficiency. It helps to dispel that dismal myth of glamour on which Hollywood, one of the dullest *milieus* in the world, has subsisted far too long. It also happens to be written with distinct literary ability, and is thus far superior to (and better written than) the slick ghosted jobs that have been coming our way lately. Miss Astor mentions that she is turning to fiction. The prospects look excellent. She certainly has a mine of material.



—*From the book.*

**Mary Astor, New York, 1920—from her mother she learned to be a diarist.**

## Protean Prince

***"One Man in His Time," by Serge Obolensky*** *(McDowell, Obolensky. 433 pp. $6.95), is a former Russian prince's recollections of his glamorous, panoramic life. The syndicated society reporter Igor Cassini is our reviewer.*

By Igor Cassini

SERGE OBOLENSKY has already led more lives than the cat's proverbial nine. He has been, among other things, a child of the privileged class from one of the 200 princely families of pre-Bolshevik Russia; a young and successful gentleman farmer with ideas of land reform; a student at Oxford in the halcyon pre-war days of 1912; a fighting cavalryman in the Czar's crack Chevalier Guard in World War I; a guerrilla with a price on his head, engaged in a desperate undercover fight for life against Red revolutionists in the Crimea; a disguised refugee during the Red reign of terror in Moscow; an exile in Vienna and Switzerland; an adventurous farm machinery salesman in Australia; a broker's half-commission man and dashing bachelor in glamorous postwar London; a husband to one of the world's wealthiest heiresses, Alice Astor, and therefore a member of International High Society; an overage paratrooper commando behind enemy lines in World War II—and a famous promotion man-hotel executive in New York.

It appears now that Serge, the prince who traded his title for the rank of colonel, can add another item to his long list, since he has proved to be an entertaining and engrossing writer. (Though one might wish that as a man who has survived two world wars, a revolution, and several major social upheavals he had gone into some of his impressions more thoroughly and less in the slapdash manner of Elsa Maxwell.)

Still, the sheer weight and diversity of this book and its time span give

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it a good head start in the overcrowded field of memoirs, which are often too petty. There is something extremely personal about it and by that one does not mean that it is a sensational, "revelations-type" autobiography. The compelling element seems to be that Obolensky has had a vital and interesting life, which he has written about in a completely straightforward manner. The reader isn't confronted with literary tricks, flashbacks, jazzy style, dramatic narrative devices, and, for once, has no feeling of the intrusion of some glib ghost.

Obolensky begins his life at the beginning and proceeds in time, rambling off whenever it pleases him onto other topics. One prominent characteristic of the book is that it is a series of charming non sequiturs. For instance, in the midst of stories of his princely but unpampered youth, he throws in great chunks of history, family anecdote, local color, descriptions of clothes, details (*i.e.*, the Czar ate with a wooden spoon), items about manners and mores, conversations, etc. Obolensky tells, as he moves his life story along, fascinating tales of Ivan the Terrible, of Rasputin's murder by an Obolensky cousin, and of the many notable Obolensky ancestors. Thus, though the effect is sometimes cluttered by the author's seemingly having written whatever came to mind, one of the values of "One Man in His Time" is that it serves as a highly readable semi-history of Russia.

A striking fact of the colonel's life is that he appears to have been present at the end of a number of gaudy eras. He saw the death of Czarist Russia, was a gentleman and scholar in prewar London before the world plunged into war, became a busy participant in the postwar fling of high life, and also was a ringsider at the ushering in of World War II's more sobering realities. His accurate description of England when gentlemen were gentlemen, ladies were all beautiful, and playing the game well was all that mattered, is priceless. Likewise, his panorama of the post-World War I International Set is vibrant and literal.

Outside of the previously expressed reservation and some minor irritations, such as occasional redundancy (Obolensky really needn't explain to a Hollywood-indoctrinated world that "Sayonara" is Japanese for good-bye) and slightly fatuous captions under the marvelous photographs, the book is a rare treat.

Obolensky has always seemed to be the epitome of the patrician, dashing man-of-the-world. His memoirs prove that he deserves to keep the title.

# Enterprise

*Continued from page 57*

imagination and energy to comprehend what publicity might accomplish. Till then the firm, founded by two immigrants from England and North Ireland, had done a slow, solid business in candles, lard-oil, and soap. Harley decided to push a new white soap. Inspired by a Biblical verse celebrating "ivory palaces" redolent with myrrh, aloes, and cassia, he named the product "Ivory." Hiring a New York chemist to analyze his and various competitive soaps, he found the basis for a valid claim: "The 'Ivory' . . . is 99 44/100 per cent pure." Next year he made use of the fact that his cakes were mixed to contain just enough and not too much air: "It is very annoying, when in the bath, to drop the soap and have to feel for it. The Ivory Soap floats." That year, 1883, sales reached several million cakes. Success was won.

This book, like all good business histories, contains much social history held in suspension. It is clear that advertising could have done nothing for Ivory Soap had the ware not possessed superior merit. The public was getting tired of poor and even dangerous soaps: too-liquid soaps that flowed down the drain, too-dry soaps that cracked and crumbled, lye-strong soaps that destroyed the cloth they cleansed, and soaps full of adulterants. Ivory Soap and its sister, Lenox Soap, sold in oval resin cakes, were dependable. And in 1880 a new era in soap-consumption was opening. People living in sooty towns built more bathrooms and used more soap. They wore more white shirts, collars, and cuffs, more white dresses and shirtwaists. The old rural America had necessarily accepted a good deal of dirt as a matter of course; the new urban America prized the well-scrubbed look. By the 1880s, moreover, Americans were taking to goods with well-established brand names.

In his attractively written book Mr. Lief deals brightly and lightly with nearly every aspect of the soap industry and the firm's business. That is, he treats of plant expansion, of sales policies, of advertising campaigns, of the establishment of foreign subsidiaries, of finance and dividends, of research, of labor relations, and of litigation. He admits company mistakes; he does not fail to tell of occasional government policing. If the book is not intensive enough to satisfy specialists in business history, it is quite adequate for the needs of the plain reader and ordinary student of economics. It tells the story of a substantial contribution to social welfare without adornment and without dullness.

Throughout, the chronicle is rich in bits of human interest. How many people know the story of Spic and Span? A Saginaw store clerk, out of work in the Depression, used his wife's grandmother's recipe for cleaning walls to start manufacturing the product. He at first peddled the cleanser from door to door in brown paper bags. Twelve years later P&G paid several millions for the business. How many people recall the dispute between P&G and Miss Bankhead over the firm's casual use of the name Tallulah in advertising? Miss Bankhead claimed exclusive rights to that name, and collected $2,500 as well as a million dollars' worth of publicity in such headlines as "Tallulah Froths." For that matter, how many students of Woodrow Wilson's life know that

## Pick of the Paperbacks

**A SHORT HISTORY OF CANADA.** *By D. C. Masters. Anvil.* $1.25. This brief study traces Canada's progress from the fur-trading days of the seventeenth century to that country's role as an important world power.

**THE SYMBOLIST MOVEMENT IN LITERATURE.** *By Arthur Symons. Everyman.* $1.15. Published first some fifty years ago, this analysis of symbolism explores the theory of poetry as practised by Verlaine, Rimbaud, Mallarmé, de Nerval, and Laforgue. Additional essays include excellent short pieces on Flaubert, Balzac, and the brothers Goncourt.

**THE BLITHEDALE ROMANCE.** *By Nathaniel Hawthorne. Norton.* 95¢. Hawthorne's own experiment in communal living at Brook Farm provided background for this 1852 novel about a group who try to live in "brotherhood" at an ideal community.

**RACE: SCIENCE AND POLITICS.** *By Ruth Benedict. Compass.* $1.25. A cultural anthropologist looks at various racist theories and dispels claims of any race's natural superiority. "The Races of Mankind," also included, is a hard-hitting pamphlet published during World War II, which distinguishes between facts and rumors of racial ideas.

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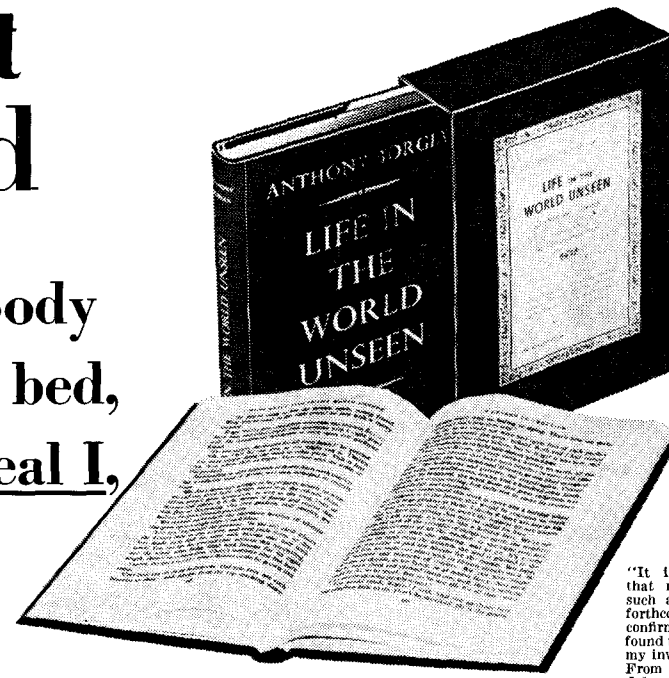
# "I knew, at once, that I had died

## I saw my physical body lying lifeless upon its bed, but here was I, the real I, alive and well."




"It is to be hoped that more literature, such as this, will be forthcoming. . . . It confirms what I have found to be true during my investigations." From Introd. by *Sir John Anderson, Bart.*

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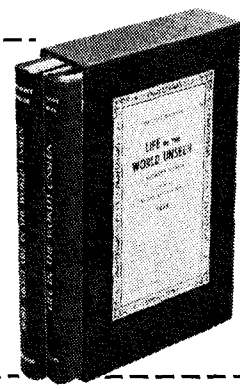


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the Procter who furnished funds for Dean West's graduate college was of the P&G family? A campus joke ran, "Ivory Soap, it floats graduate schools"; but it floated Wilson into defeat. We may add that some of the material on radio advertising here will make the reader's flesh creep, for Mr. Lief rightly puts in the horrible along with the endurable.

# Big Business in the Ball Park

***"The American Way in Sport," by John R. Tunis*** *(Duell, Sloan & Pearce. 180 pp. $3.50), is a denunciation of the overcommercialization of organized athletics. Our reviewer, Dan Wakefield, an erstwhile reporter who was brought up on Tunis's books for boys, once worked in the Sports Department of* The Indianapolis Star.

By Dan Wakefield

WHEN the verdict was read on the famous Chicago Black Sox scandal, a tearful, unknown urchin broke through the crowd to "Shoeless Joe" Jackson, one of the players accused of throwing the World Series, and, the story goes, made an appeal that has since become a classic line in American history: "Say it ain't so, Joe; say it ain't so."

John R. Tunis, a writer who has followed sports in our time since the the turn of the century and kept his faith in its virtues intact through the Black Sox scandal, has now set down a verdict of his own so deep in its condemnation and sincerity that any young sports-loving lad might approach him with a tearful request to "say it ain't so, John; say it ain't so."

But John R. Tunis, in his book "The American Way in Sport," says it's so: American sports have become Big Business; sportsmanship has been replaced by showmanship; intercollegiate and now even interscholastic sport have "gradually developed into a first-class training ground for a jungle society." These are harsh words, and all the harsher when spoken by Mr. Tunis, whose eighteen novels based on sport were exciting reading for several generations of American boys. His books such as "Keystone Kids," "The Iron Duke," and "The Kid from Tomkinsville," which always found virtue as well as excitement in organized athletics, were bywords of youth. Even in those novels Tunis was aware of the growing commercialization of sport, but his heroes always escaped its dangers and emerged on the side of right and

—*Culver.*

"Shoeless Joe" Jackson—"Say it ain't so, Joe; say it ain't so."

sportsmanship. How greatly the atmosphere of sport has changed can be measured in looking back at those books and finding how quaint and remote they sound in the present age of baseball "Bonus Babies" and football scholarships. In "The Duke Decides," written by Tunis in 1939, a coach tells a couple of prospective young athletes that "we play here not to win but for the sake of the game. If we can win with the resources at our command, fine; if not, we lose . . ."

In his new book Tunis quotes a real coach on the same theme. Jim Tatum, successful football coach of North Carolina University, says, "I don't think winning is the most important thing. I think it's the only thing."

It is this sort of attitude that leads Tunis to say that "we have reached the time when the whole basis of competition should be studied and perhaps overhauled." Tunis feels that in its overorganization, its emphasis on victory at any cost, and its tremendous financial importance (last year Americans spent some $40 billion on recreation and $14 billion on education) big-time sport is threatening the moral values as well as the education of American youth. He reaches the drastic conclusion that we should "give up our amateur athletics, so-called" and recommends "the divorce of education and recreation."

Tunis does not want the abolishment of sport, but the revival of sport as it existed in the days before it became more business than fun. How far we have gone in making sport, like so many other facets of life, a mass-production, is captured in Tunis's wonderful retelling of the first World Series in 1903, when the players didn't need to wear numbers because "the spectators not only knew every man by sight, they were seated close enough to the field to distinguish their faces." This book, in essence, is a stirring appeal to return to the values of a world that was more concerned with faces than numbers.

**SPORTING LIFE:** Not everybody, probably, but nearly everybody knows that in 1956, the year Don Larsen of the Yankees pitched a perfect game against the Dodgers in the World Series, Marianne Moore made a poem called "Hometown Piece for Messrs. Alston and Reese." It is not surprising, therefore, to find Miss Moore among those present in **"The Second Fireside Book of Baseball"** (Simon & Schuster, $6.50). (No. 1 was published on the day Mr. Larsen performed his memorable feat —nice timing, fellows.) Editor Charles Einstein has once more toiled to good purpose. He has assembled an agreeable, high-grade, intelligent miscellany of fact, fiction, history, reminiscence, reporting, comedy, cartoons, and photographs, all of it put, not shoveled, together, in no particular order, and most studiedly so. The choice of photographs is especially happy, and the captions are a delight. There is an index, even—"Index of People," a thousand names, or close to it.

Thirty-six top-drawer contemporary American sports reporters are represented in **"Sportswriters' Choice,"** edited by Richard P. Goldman (A. S. Barnes, $4.95). Members of the group were asked to select their own favorite pieces, but a few declined to do any picking and let Mr. Goodman choose for himself. Most of the selections are straight pieces of reporting, since that is what most sportswriters write most, but also present are analytical articles, exposés, humor, viewings-with-alarm. Baseball and boxing predominate. This is a nice collection, with saturation-point readability. It could liven up many a college English composition course, too. —JOHN T. WINTERICH.

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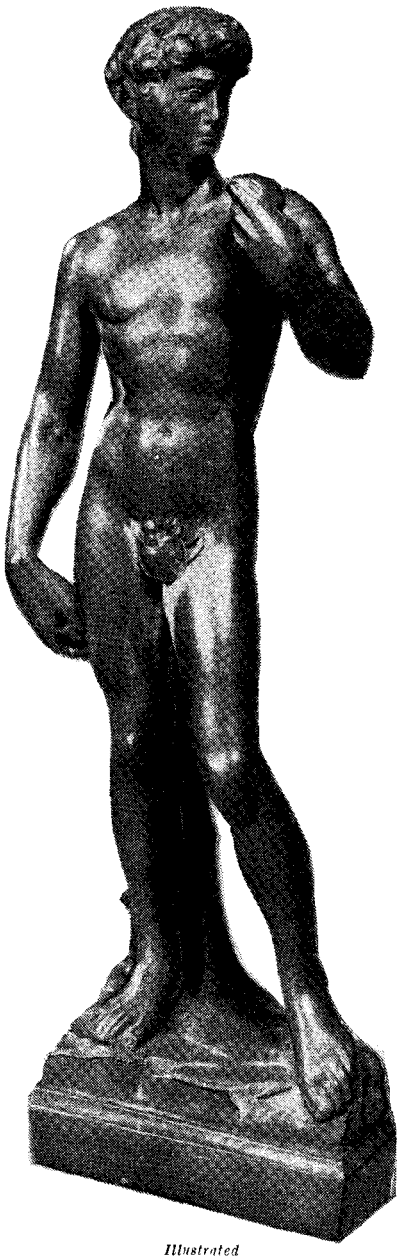

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# Businessman's Bookshelf

By EDWARD C. BURSK
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**MASS LEISURE.** *Edited by Eric Larrabee and Rolf Meyersohn. Free Press. 429 pp. $6.* Margaret Mead, Aldous Huxley, David Riesman, and many other contributors back up the editors' conviction that on the uses and misuses of leisure will hinge much that is good and evil in coming years.

**THE SKILLS OF THE ECONOMIST.** *By Kenneth E. Boulding. Howard Allen, Inc. 193 pp. $3.50.* Some brilliant reflections by a brilliant man on his profession, on business, and on the uncertain world of business.

**AUTOMATION AND MANAGEMENT.** *By James R. Bright. Division of Research, Harvard University, Graduate School of Business Administration. 200 pp. $10.* This analysis of the automation experiences of thirteen companies cuts through many popular myths about the "automatic factory." Numerous illustrations, tables, and exhibits help the reader.

**MADISON AVENUE, U.S.A.** *By Martin Mayer. Harper. 332 pp. $4.95.* A penetrating, fair, and realistic look (for a change!) at the much-maligned advertising industry, with some ideas at the end about values added by advertising.

**MENTAL HEALTH IN INDUSTRY.** *By Alan A. McLean and Graham C. Taylor. McGraw-Hill. 262 pp. $6.50.* Two psychiatrists show, in language executives can understand, why people behave and react as they do—and what management can do to stimulate mental health.

**THE AFFLUENT SOCIETY.** *By John Kenneth Galbraith. Houghton Mifflin. 356 pp. $5.* Written as only Galbraith could write it, this highly provocative book calls for a more stable balance of effort between the production of public goods and services and private luxuries.

**AS UNIONS MATURE.** *By Richard A. Lester. Princeton University Press. 155 pp. $3.75.* A penetrating analysis of labor's "coming of middle age," with some predictions about long-range trends.

**THE INSOLENT CHARIOTS.** *By John Keats. Lippincott. 232 pp. $3.95.* Detroit and the long, low look take a whipping in this book. Fun for the average reader but not for the Big Three.

**ANTITRUST POLICIES: American Experience in Twenty Industries.** *By Simon N. Whitney. Twentieth Century Fund. 1,101 pp. (2 vols.) $10.* A carefully documented, skilfully reasoned study showing why the antitrust laws are effect as well as cause of the competitive spirit in the U.S.

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**LONG-RANGE PLANNING FOR MANAGEMENT.** *Edited by David W. Ewing. Harper. 489 pp. $6.50.* This volume, the first to be published on a fascinating subject, brings together the ideas of many astute business leaders and educators on how to work out long-term goals and programs.

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**THE MOTIVATION, PRODUCTIVITY, AND SATISFACTION OF WORKERS: A Prediction Study.** *By A. Zaleznik, C. R. Christensen, and F. J. Roethlisberger. Division of Research, Harvard University, Graduate School of Business Administration. 442 pp. $6.* This pioneering

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study reports findings about the role of group membership and winds up with some revolutionary suggestions about the job of the executive.

**ORGANIZATIONS.** *By James G. March and Herbert A. Simon. Wiley. 262 pp. $6.* In a scholarly discussion of behavior, decision making, conflict, and change in business groups, the authors highlight the contribution that theory can make to an understanding of management processes.

**A PHILOSOPHY OF ADMINISTRATION: Toward Creative Growth.** *By Marshall E. Dimock. Harper. 171 pp. $3.50.* An intensely personal, moral, and probing view of what the administrator does—and of how he might do it better.

**MANAGEMENT IN A RAPIDLY CHANGING ECONOMY.** *Edited by Dan H. Fenn, Jr. McGraw-Hill. 339 pp. $5.* Based on the twenty-seventh Annual National Business Conference of the Harvard Business School Association, this book presents the opinions of many expert observers on business trends and their implications for management.

**ARMS AND THE STATE: Civil-Military Elements in National Policy.** *By Walter Millis, Harvey C. Mansfield, and Harold Stein. Twentieth Century Fund. 436 pp. $4.* This excellent review of the chaotic years since 1931 shows why it is no longer possible to forget the common defense in pursuit of the general welfare.

**THE INCOME OF NATIONS.** *By Paul Studenski. New York University Press. 554 pp. $25.* Not recommended for leisure reading, but valuable for reference, this pioneering work examines national income concepts, reporting methods, and data of most of the world's major countries.

**MANAGERIAL PSYCHOLOGY.** *By Harold J. Leavitt. University of Chicago Press. 335 pp. $5.* The author combines a background in social psychology and business to present a remarkably simple, straightforward explanation of theories and ideas about human problems in management.

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**BUSINESS BUDGETING: A Survey of Management Planning and Control Practices.** *By Burnard H. Sord and Glenn A. Welsch. Controllership Foundation. 367 pp. $12.50.* A clear, well-organized, detailed summary of the budgeting practices and policies of several hundred American companies.

# An Antarctic Hymn

By John Ciardi

THERE was a squint-eyed holy-man who shoved
a stone boat out to sea, to grind on ice
and preach to penguins how mankind was loved.
There he stood counting souls to Paradise.

So was I holy once till I went damned
flush in the best hour of my hocus-pocus.
Just as I dreamed of Heaven's Rose Bowl crammed,
my watery parishes swam into focus.

Our Father Birdsong, to these waddling flocks
which neither sing nor fly and pass as men
to squinty saints, I pray send down Thy Fox
to hunt Thy floes till they be clean again;

and till no man, for mercy, be misled
to dream of souls but that they sing and lift.
Till Thy saint die of joy and, rancid, red,
Thy Fox burn over him on the last drift.


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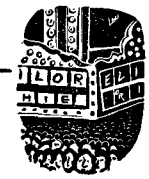

## SR GOES TO THE MOVIES

### War in Peace

THE movies, it would seem, prefer to recall the unpleasantnesses of World War II in two fairly pleasurable ways. Either it was a time of high heroism and a good deal of suffering, or it was a time of high heroism and a good deal of fun. The war, recollected in tranquility, has become a rich source of anecdotal material. It is, in fact, grist for the cinematic mills, which grind exceedingly small. Unfortunately, these stories all tend to a single moral: War brings out the best in a man and makes him better than he is, better than he ever dreamed he could be. And this, of course, often was the case. The danger is that when movies present the war solely in heroic terms, as days of greatness, they create a kind of nostalgia. Those good old days!

With this cautionary preface, we turn to two new imports, one English and one Norwegian, both of which are based on the personal and true experiences of ordinary men caught in the maelstrom. Clearly, the Englishman, M. E. Clifton James, had the better time of it. His assignment was to impersonate General Montgomery in a tour of inspection of North African installations while Montgomery himself, with the Allied forces, was in England preparing for the invasion of France. James, a small-time actor serving in the Royal Army Pay Corps, bore an astonishing resemblance to Montgomery—and still does. In **"I Was Monty's Double"** (NTA), he recreates his own role in this gigantic hoax and that of Montgomery as well. And despite the passing of fourteen years, and the evidence of considerable newsreel footage that has been worked into the narrative, his trick defies detection. Perhaps the best parts of this amusing and spirited film are those sequences in which James warily acquires the mannerisms for his impersonation; certainly the worst is that maudlin moment when, full of doubts about his ability to carry out the assignment, James is admitted into The Presence. He issues forth from Monty's trailer with head erect, shoulders back, clearly a new and divinely inspired man. Despite this lapse, the film draws an attractive portrait of a gentle, modest man forced by circumstances to borrow the mantle of greatness—and mastering the role.

Even more modest was the hero of **"Nine Lives"** (de Rochemont). The story of Jan Baalsrud's harrowing escape from the Nazis across Arctic Norway in 1943 has already been told in book form by David Howarth in "We Die Alone." No book, however, could possibly match in sheer physical intensity the drama, the agony, or the sense of naked courage that underlies this film. For its maker,

## Your Literary I. Q.

Conducted by John T. Winterich

THE LITERARY PHILATELIST

Usually when a country issues stamps commemorating an anniversary of a famous writer, he will be one of its own national figures. But occasionally (the motive may be gratitude, admiration or, an ugly phrase, "peace propaganda") a writer from another country will be honored. Mary S. Bryan of Ibiza, Baleares, Spain, asks you to assign the proper writer to each of these commemorative issues and, as an extra task, to indicate whether the anniversary is of his birth or his death. Answers on page 79.

| | | |
|---|---|---|
| 1. | 1924 Greece (100th anniversary) | ( ) Jules Verne |
| 2. | 1947 Costa Rica (400th) | ( ) Tolstoy |
| 3. | 1949 Rumania (150th) | ( ) Schiller |
| 4. | 1951 Hungary (15th) | ( ) Pushkin |
| 5. | 1952 Rumania (100th) | ( ) Victor Hugo |
| 6. | 1952 Russia (150th) | ( ) Maxim Gorki |
| 7. | 1953 Czechoslovakia (125th) | ( ) Gogol |
| 8. | 1954 Czechoslovakia (50th) | ( ) Chekhov |
| 9. | 1955 Monaco (50th) | ( ) Cervantes |
| 10. | 1955 Russia (150th) | ( ) Byron |

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Arne Skouen, has taken his cast and cameras to the very places where Baalsrud, snow-blind, skiied while tossing snowballs to calculate the fall of the land. The mountain shelf that sheltered him for days when blizzards made rescue impossible was photographed, as well as the tundra where he finally made good his escape into Sweden. But "Nine Lives" is more than a tale of human suffering and endurance. It is also the story of the brave men and women who, despite the Nazi occupation, risked everything they held dear to help an anonymous underground fighter because they realized that his fight was their fight, too. As such, it is inspiring and affecting. Louis de Rochemont, who is distributing the film in this country, has brought back Westbrook Van Voorhis to give it the old "March of Time" stamp of authenticity in his narration, but it was hardly necessary. "Nine Lives" has something far more important, the look and feel of reality. Indeed, it probably was almost as difficult for Skouen to make his picture as it was for Baalsrud to make his original journey—with the sole exception that Skouen had no Germans shooting at him.

"The Journey" (M-G-M) was also made on location, or at any rate, as close as an American company could hope to get to Hungary today. It is a story of the Hungarian revolts of 1946, shot in and around Vienna—about thirty miles from the Hungarian border. As directed by Anatole Litvak and written by George Tabori, however, it carefully skirts the Red Menace stereotypes inherent in its locale and situation. Instead, it presents a stellar busload of international travellers (including Deborah Kerr, Robert Morley, E. G. Marshall, and Jason Robards, Jr.) held in a Hungarian border town by a Russian commandant (Yul Brynner).

There are the usual number of romances, intrigues, and counter-plots among the passengers, but all are united in their fear and hatred of the Russian. And here is the fascinating thing about "The Journey": The Major is shown to be an intelligent and inquiring man. He wants to know more about the world outside. He wants to learn from his "guests" why his country, and he as a representative of his country, are feared and hated. Distrust, however, ties their tongues. In the end, he proves himself genuinely altruistic, even noble. But by that time the foreigners have gone, and they never know. It is a picture worth thinking about.

—Arthur Knight.

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## BROADWAY POSTSCRIPT

### One Man in His Shakespeare

TO THE tired businessman, Sir John Gielgud in Shakespeare's **"Ages of Man"** may seem a trifle unsuspenseful and unsensational. But to the devoted theatregoer and to the person who hardly ever attends this refined artist's artless offering will be truly memorable and entertaining in the best sense of the word.

England's leading actor walks on stage dressed not in a handsome flowing costume, but in a dinner jacket that makes him resemble nothing so much as a retired billiard champion about to give a demonstration. He delivers the first few Shakespeare selections with deceptive simplicity and ease. But gradually we begin to sense behind the beautifully phrased speech a fantastically responsive human being contemplating his own position in Shakespeare's universe.

When he says a word like "gaudy" he does it in such a way as to reveal his own notion of good taste. As Benedick he infects the diatribe against marriage with a heat that is not only hilarious but also is true to what he knows to be his own potential for vulnerability. In the 116th Sonnet he lets "even to the edge of doom" become an existing personal precipice. And as Leontes and Angelo he explores the nightmare of discovering within our otherwise noble selves a capacity for lust.

In Part II, Sir John rises to the high point of the evening when he gives us the climax of his justly famous Richard II. He reaches back through the centuries to penetrate the soul of a ruler who was too weak to live up to the dignity and responsibilities of his position, but who at the same time was a supreme artist at dramatizing his own self-caused ignominy. Gielgud cuts through the self-pity with the white-hot knife of his own passionate intelligence. If ever a great role and a great actor were made for each other, it is Richard II and the mature Gielgud.

This matching of role to actor is not always present in the evening's assorted treasures. Sometimes Sir John abandons characterization to give us other benefits. As Oberon he uses his voice like an exquisite violinist and his arms and body like an eager fly-caster to catch for us the loveliness of Shakespeare's flower descriptions. In the Queen Mab speech he pauses here and there to let his eyes fill up with a vision that is more Shakespeare's delightful imagination than it is Mercutio's. When he comes to Hotspur's angry description of a foppish officer, we see not Hotspur but the officer as he might describe himself in a Restoration play. And the 138th sonnet is just for fun.

Space limitations do not permit a further discussion of the virtues of this performance. Suffice to say that it includes a Romeo who knows reality at the same time as he permits that knowledge to be overruled by romantic ideas; an Othello who understands the impossibility of his future happiness better than those who would deprive him of it; a John of Gaunt who hopes that his death will restore his country to its former health; a Cassius more angry at the world than at Caesar; and a Hamlet torn between passion and reason, but who at the end masters this dissension with quiet resignation.

Possibly only those who know the problems of acting Shakespeare can fully appreciate the Gielgud achievement. Because this actor has never stopped thinking about and working on Shakespeare, he has on call an amazing variety of vocal effects, ways of phrasing, and speeds of speaking. But he resists the temptation to show off this technique at the expense of truthfulness. Unlike so many classical actors he never underlines words in order to substitute an air of meaningfulness for real clarity. Shakespeare's "Ages of Man" is thus less a cascade of star virtuosity than it is a great actor's revelations about Shakespeare's total work.

IN **"Third Best Sport,"** Eleanor and Leo Bayer have as their primary target, the organization man. But their organization man turns out to be not one at heart, and they have chosen as the play's leading character his non-conforming wife. Then they resolve the play by discovering that its problems never really existed. Thus a few apt lines and a wildly extroverted performance by Celeste Holm are wasted in a demonstration that is not only obviously empty, but also is peopled with characters for whom we feel little sympathy.

THE season's first best play, **"Epitaph for George Dillon"** reopens at the Henry Miller Theatre this week. Go. —HENRY HEWES.

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## TV AND RADIO

### Watch O'er the Ramparts

MANY Americans believe that the major virtues of our republic will endure despite the fact that "an estimated 97 per cent of TV audience man-hours are devoted to entertainment and commercials." A grim few are convinced that the republic cannot endure, when most of its citizens are indifferent to or isolated from a critical analysis of world affairs; the pessimists have already washed us down history's drain.

A third minority is running scared. The Fund for the Republic, Inc., belongs to this last group. Since it was established nearly ten years ago, the Fund has deliberately assumed the twin roles of Cassandra and Vigilante. It has warned the public of the ominous consequences of certain unhealthy symptoms in our body politic. In the field of broadcasting, the Fund has made awards, in the past, to certain programs, which, in the Fund's judgment, have strengthened the cause of civil liberties. The awards—generous and well-deserved—did not, unfortunately, stimulate the production of such programs on the commercial air.

Last season, the Fund associated itself with Mike Wallace and the American Broadcasting Company, in a limited television series, "Survival and Freedom." It was a notable series and served freedom; Mr. Wallace did not survive.

The Fund apparently liked wetting its feet in the waters of actual production. It has ventured a bit deeper with its new series, "The Press and the People," produced by Joseph Lyford, of the Fund's staff, at WGBH, the educational TV station in Boston, under a Fund grant. I viewed the first program, "News from China," in the New York area over WPIX, a local station which is living a Dr. Jekyll and Mr. Hyde existence. From 9:50 a.m. (under a facilities rental deal with the New York State Board of Regents) until 4:59 p.m., Channel 11 is all educational buttons and bows—French, geography, science, history, etc., plus news.

Sharp on the Cinderella stroke of five, however, school's out and Abbott and Costello are in, followed unscholastically by the Three Stooges, Popeye the Sailor, Wild Bill Hickok, etc. It's a dangerous life for the station. Some film technician, with a sense of humor, could cross-feed "Divorce Court" to primary-graders, and "French with Pictures" to adults, with rating consequences that might sabotage the philosophical underpinnings of the entire broadcasting world. "The Press and the People" is on WPIX, at noon, on Fridays.

The series promises to be lively, listenable, and—as befits TV—lookable. It's a think-and-talk show, but the speakers are neither statically positioned nor photographed. The excellent lighting on the video-tape shapes the figures softly, and gives depth to the setting. Louis Lyons, curator, Nieman Foundation for Journalism, Harvard University, is the permanent talker. On "News from China," his associate talkers were Theodore H. White, the author, veteran reporter and editor (former chief of *Time's* China bureau) and Prof. John K. Fairbank, of Harvard, former director of the U.S. Information Service in China. Penn Kimball prologued the show, and asked a half-dozen questions, in the role of Mr. Average Reader. The former *Collier's* editor and reporter for *The New York Times* and *Time* magazine is considerably above the part and more knowledgeable than his brief questions suggested.

THE China program came out as you would expect from its auspices and cast—an expert and fair attack on the State Department's policy of excluding American correspondents from Communist China. Future programs in the series will offer equally professional and academically penetrating scrutiny of the handling, by the American communications systems, of the big, continuing headline stories.

As for the commercial brethren, they ought to be doing this sort of regular critical analysis of the press themselves. But they are evidently not running scared, except in speeches and publicity releases. They belong, it would appear, to the category described at the head of the page—those who believe the republic will endure, in spite of the fact that the stations, in reporting the news, generally get there fastest with the leastest in depth. "The Press and the People" is on the educational half of WPIX's double life, because a more widely viewed local station, to which the series was offered free, politely refused it as "too hot."

—ROBERT LEWIS SHAYON.


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BOOKED FOR TRAVEL

# Secrets from the Diplomatic Pouch

—*Chris Hansen.*

**The ocean front at Miami Beach—"hotels and an obsolete body of water."**

IN THE interests of science, research and mankind in general, we reported to the Colony restaurant, a Manhattan beanery for the *haut monde,* the other noontime, and immediately found ourselves decorated around the neck with a whopping blue and gold medallion embossed with the letter "D" and suspended by a red and blue ribbon. The "D," as we suspected, stood for Diplomat, which is one of this year's hotels in Miami, at least the only one built this year that cost $23,000,000. Unlike the Nobel Prize, the Order of the Diplomat carried with it no cash prize, but it did entitle the bearer of the choker to fly off to Miami to look at the place. After slices of pink salmon, slices of scalloped veal, and innumerable glasses of champagne from the caves of a vintner who, after a trip to Rheims this fall, I have come to reflect upon fondly as Chuck Heidsieck, that is just what we did.

Nine hours later—I sometimes wonder where the hours go on these short flights—we pulled up in front of the $23,000,000 pile. It turned out to be technically not in Miami Beach at all, but north of it, in Hollywood-By-The-Sea. In fact it sort of blankets Hollywood, like Hedda Hopper. For one thing it lies on both sides of Highway A1A. On the west side is an informal inn called the Diplomat West where the parking is free and the water view locks towards the inland waterway whither sail the yachts down from the north. Naturally, there is a private hotel marina for those hotel guests who arrive by that singular means. Diplomat West has its own swimming pool and its own restaurant, which is called the Envoy Terrace. (A new motel opening this year, just up the road from the Diplomat, but under a different management, is calling itself the Attaché.)

Diplomat West also has its own swimming pool, although guests are invited to use all the facilities at the East across the road, and it has a dock from which a pontoon boat sails across the canal to the Diplomat Country Club, complete with showers and dressing rooms and a large expanse called the Calcutta Room, which dispenses food and drink. Immediately out the door there is an 18-hole golf course. The groundkeeper is Dr. Cary Middlecoff. There are also eight tennis courts that are tended by Fred Perry. The whole resort takes up 400 acres not counting the fifteen acres of woven rugs, which are carefully described in a notice to the press known as a Diplomat Dispatch.

NOW about the East, or first-class side. It is a nine-story building the entrance to which is a hyperbolic parabaloid, which is, I judge, a doorway for hypertense paranoids who come down from the north to relax in the quiet surroundings. What they find once they get past this hyperbolic parabaloid is a modest little nook about the size of Colorado, fitted out with gold columns and things. Upstairs the floors are spotted, relieved by striped walls. The lady diplomats who run the elevators wear long striped pants. I am informed by Diplomat Dispatch that the products of four great dynasties are represented hereabouts, namely "marble of ancient Rome; the everlasting tile of Pharaoh's Egypt; the terrazzo designs of the Incas; and the rock formations of Pompeii." This of course doesn't take into cognizance the use made of the Blarney stone of the ancient Celtics.

It was necessary to import the rock from Pompeii suitably to decorate the environs of the swimming pool, a pond already embellished with 100 cabanas, all of them outfitted with hot and cold running telephones and showers. Gone are the days when bookmakers sent couriers around to the cabanas to take bets, but they

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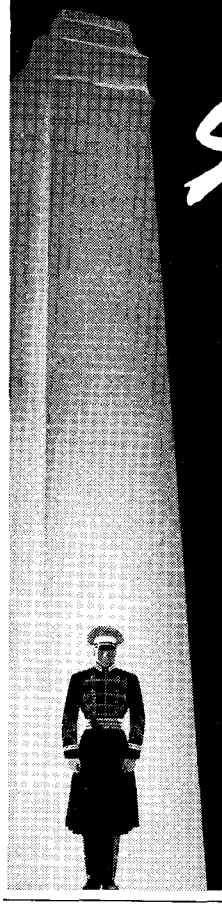
have been replaced, and to my mind it is a decorous improvement. A covey of models in the employ of a dress shop quartered in the basement are dispatched in a new ensemble every few minutes, making the tour of the far corners of the preserve, striking poses and pirouetting, quoting prices and explaining fabrics in a way that is most unsettling to a sleepy male in the coffee shop trying to dissect a bagel with half-opened eyes. About the last refuge from this sort of thing is the beach which, while advertised as 1,000 feet long, is not the sort of beach a beachcomber might expect. For one thing it has been shored up from the sea by a 1,000-foot concrete wall which, on the day I looked at it, was being massaged quite forcibly by the Atlantic. A stairway led down to the ocean in case anybody wanted to swim in that obsolete body of water.

Although I seemed continually to be getting lost in this platinum Pentagon, according to my notes I did visit six restaurants on the East side where it is possible to find anything from a complete steak dinner for $12.50 to a Petite Diplomat, which is six scoops of ice cream on pound cake, fresh strawberries (damn the seasons!) nuts, chocolate shots, cherries and cookies, and pure whipped cream for $1.85.

I'd like to be able to tell you how much the diplomatic life costs, but after consulting the rate card my suggestion is that the Diplomat is one of those posts that you can't afford to take unless you're independently wealthy. It also wouldn't hurt to be Thomas B. Watson, Jr., if you want to figure out the schedule of prices. The East side is graduated on the one hand between rooms with a 1) view of the waterway, 2) view of the ocean with periscope, 3) ocean front. On the other hand, the rates vary according to floors and seasons, being more expensive the higher the floor and the colder it is expected to be up north. The most expensive is a room on the fourth to eighth floor, ocean front, between January 16th and March 31st ($56 daily) and the cheapest is a view of the waterway on the lower floors between December 1st to 18th ($36). These prices include breakfast and dinner for two people.

Things over in Diplomat West are rather complicated too, but the tariffs are on the European or "no meals" plan and range anywhere from $12 to $30 a day for two in a room, depending upon season, exposure and whether you want a kitchenette. Another new Miami Beach hotel, an eminently Gallic

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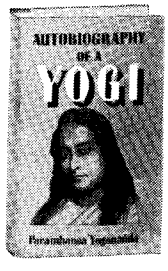


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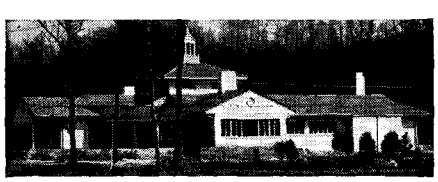

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place called the Montmartre, also opening this year, has solved the problem by referring to its rooms as either Right Bank or Left Bank. *Allons enfants!*

* * *

HAVING long been an admirer of free ports we paid a visit the other day to a diminutive leprechaun named Maeve Fitzgibbon who is here on behalf of Shannon Airport, the Irish way-station of good cheer and bargains that has engraved itself on the heart of many an American traveler. There was in the last decade of flying nothing quite like leaving that cold, cheerless, unfriendly shed at Gander in Newfoundland and arriving some hours later in the greenlands of Ireland to find a red-jacketed waiter on hand with a trayful of Irish coffees. Between the inner and outer cheer and the counters full of bargains Americans began to find Ireland a wonderful place. I often wonder how many went back to make trips there. I have also been struck dumb at the Canadian attitude, which was to provide a way station with the barest of comforts, the minimum of imagination, and the worst coffee. I wonder how many travelers Gander dissuaded from visiting the lovely leas of the Dominion?

Well, all that aside. It turns out, according to Maeve Fitzgibbon, that Irish coffee was invented by somebody named Joe Sheridan who was employed at the Foynes Seaplane Base, across from the airport. Land operations, after all, only began in 1945. Americans who stopped at the seaplane base during the war thought the Irish coffee was so bad (Miss Fitzgibbon reminds us it always *is* in a tea-drinking country) that Sheridan poured some Irish whiskey in it. The cream decoration was a post-inventive frippery.

Irish coffee is handed out free on Thanksgiving, Christmas, and St. Patrick's Day, and is sometimes set up for the passengers by the airlines. A new drink is in the offing at Shannon nowadays and it is called a Devil's Shake. It requires Irish whiskey, of course, as well as green Curaçao for the native emblem, and cream.

Presumably the Devil's Shake will put people in as good a mood for buying as Irish coffee. The counters at Shannon were sort of accidental, too. In 1947 the Irish Government established the world's first customs-free airport so that goods for use in attending airliners could be brought in duty free. Ordinarily, even a galley would have to be brought through customs. One Brendan O'Regan was catering comptroller at the time, and knowing that Ireland was in dire need of dollars—well, who isn't?—he thought up the idea of selling liquor duty free to in-transit passengers. It took him three years to put the idea across. Six months after he began selling Scotch at $3, Irish at $1.50, and gin for $2, his dollar receipts were $59,000.

Now Shannon not only sells every known brand of liquor in the world, but it does a roaring business in French perfume that it reputedly sells at prices cheaper than France; German cameras and binoculars, Waterford glass and crystal, Irish linens, German mechanical toys, Scottish cashmeres and even Oberammergau wood carvings. The whole program helped to popularize Irish whiskey too, and last year they sold 84,000 bottles of it at the slightly increased price of $2 a fifth.

The free port of Shannon is open around the clock, a project that requires the employment of 700 people in sales and catering. Among the newer ideas of an expanding merchandising program is Shannon's buy-a-car plan. Both Volkswagen and Ford have assembly plants in Ireland, but the sales list calls as well for Porsches, M.G.s, Triumphs, Simcas, Jaguars, and Citroëns. The price in Ireland, for example, of a de luxe Volkswagen sedan comes to $1,266.50. You drive it off on your vacation. Dublin to New York shipping costs about $150.

During the summer of 1958, 300 flights a week were zooming into Shannon. The port sold about $300,000 worth of cameras alone last year, as well as 3,500 watches. But hanging over the Irish airport is the threat of the jet, for Ireland may well be overflown when the long range jets come in. As a hedge against the day when airlines may no longer sit down at Shannon so their planes and their passengers may refuel, the airport is promoting a new scheme to attract industry.

It is inviting merchants and manufacturers to set up plants and warehouses on the Shannon fringes, free of taxes and "fiscal imposts." It has 250 acres to develop, will offer a nonrepayable grant up to two-thirds the cost of a factory or warehouse; it will lease land at a nominal rent; and in some cases will even pay the full cost of the site and the building, half the cost of the machinery and the full cost of training the workers. "What we're thinking of," says Maeve Fitzgibbon, "is something of a Puerto Rico." With Shannon at the crossroads and dollars at a premium there is a strong determination to keep Ireland green.

—HORACE SUTTON.

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# Knowledge of What?

*Continued from page 52*

source and institutional characteristics of business and the markets of business—are typically found in business school curricula; all are usually elaborated, upon the student's election, through concentrated work on different industries.

Helping a student to attain business ability is more difficult than imparting knowledge. There are several characteristics, however, on which the business schools are making their major effort. Within the environment of large size, great complexity, and conflicting pressures, the modern manager must be able to make decisions, both on his own and as a participant in group decisions. His effectiveness will be measured in part by ability to relate the separate phases of his operation to the whole. While techniques like operations research may contribute to this end, the meaningful interpretation must always occur in the human mind. He must have the ability to select and work harmoniously, yet positively, with people in ramified and complex organizations. The arts of precise communication and of persuasion are essential parts of his equipment. Generally, the business schools are only beginning to achieve a degree of success in contributing to these business abilities of their graduates. Rich opportunities for more progress lie ahead.

When the business school's effort is directed consciously toward the conditioning of attitudes appropriate for the contemporary business manager, the task becomes really difficult. The faltering attempts to develop courses of study in the "social responsibilities of business" seem to have had little effect. A business faculty is properly made up of people with diverse backgrounds and attitudes. Perhaps the characteristic attitude of most faculty members—but by no means all—is the inherited position that the business man's interest is appropriately limited to maximizing profits within the framework of existing legislation and good manners; that concern for other social purposes is the proper province of government and non-business organizations. Given the assumptions of classical economics, this position is, intellectually speaking, the most easily defensible, but this does not mean that it is right. It requires no extensive observation or study to conclude that many business leaders, both in their public statements and in their actions, have rejected this restricted interpretation of what constitutes proper business attitudes.

ATTITUDES of businessmen, among other things, relate to their personal relationship to business, which may focus on their own enrichment, their accretions of influence or power, or on their opportunities for service to their fellow-men; probably on all three in varying degrees. Other attitudes are measured against the larger canvas of the relationship of business to society. Unfortunately, too many businessmen seem to be satisfied if business can simply provide abundance. Authoritarian governments have shown they can provide abundance also. Larger opportunities for business are available. While the day of "carrying the flag" in the development of colonial empire is over, business has in the past played, and will continue in the future to play, a role in the unifying of peoples with diverse cultural and political backgrounds.

As in the past, business also will undoubtedly help support the transition of many peoples from their present basically feudalistic cultures to new patterns of social and economic organization. Finally, business will continue to exert its influence on the personal lives of individuals, and the results will be good or bad, depending in part on the attitudes of business managers.

The large business organization could result in the same debilitating and deadening conformity that has followed the development of large political or religious organizations in times gone by. It will take positive awareness and effort on the part of business managers to retain opportunities for individuality and initiative in their organizations. In a sense, the great human issues of authority versus freedom to choose and act that have long been debated in the context of other institutions have now come to rest in the modern business organization.

The development of teaching methods to condition attitudes that are appropriate for the modern business manager is indeed the most difficult of the tasks facing the faculties of business of our leading schools. It will take all the ingenuity and imagination they can muster to understand, reconcile, and transfer to the classroom the respective characteristics of education and business required to fulfill satisfactorily this, their highest obligation and challenge.

—COURTNEY C. BROWN.

**LITERARY I.Q. ANSWERS**

Column Two should read: 9 (death); 7 (birth); 10 (death); 3 (birth); 6 (birth); 4 (death); 5 (death); 8 (death); 2 (birth); 1 (death).


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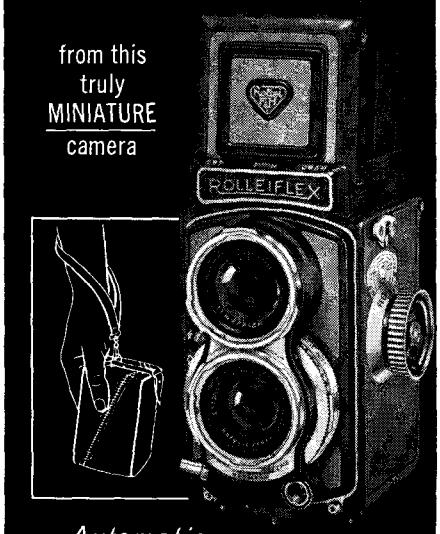


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# KINGSLEY DOUBLE-CROSTIC NO. 1295

Reg. U.S. Patent Office

By Doris Nash Wortman

| DEFINITIONS | WORDS |
|---|---|
| A. One of the songs from Kipling's "Just-So Stories," set by Edward German (2 wds.). | 8 25 161 99 125 143 106 113 11 118 |
| B. Moorish kettledrum. | 10 69 40 187 153 194 |
| C. Strip of land prepared for rolling traffic. | 154 48 130 71 34 164 22 |
| D. Strip from with violent, jerky movements (2 wds.). | 177 104 57 123 92 49 20 |
| E. According to the delineation (2 wds.). | 35 27 102 87 107 66 15 |
| F. Sweet clover. | 134 82 63 26 176 44 192 |
| G. In the highest degree (3 wds.). | 67 128 139 167 61 13 94 83 53 |
| H. Situation of Mason and Dixon Line with relation to Washington (3 wds.). | 105 156 33 137 97 58 190 184 86 |
| I. Czech soprano at the Met., 1939-1945. | 165 81 114 133 131 158 117 |
| J. Tissue which partly fills chambers of most madreporian corals. | 168 36 80 85 173 31 150 132 74 |
| K. Having the appearance of trickiness; unable to maintain a frank, direct look (comp.). | 77 24 169 152 21 2 160 65 136 119 |

| DEFINITIONS | WORDS |
|---|---|
| L. Feeding upon honey. | 45 115 75 144 135 129 14 186 55 101 170 |
| M. One way it's better not to fly (3 wds.). | 141 93 52 30 121 5 146 42 175 178 64 90 |
| N. A founder of German Edison Co., whose son was active in foreign affairs after World War I. | 111 62 91 163 79 47 72 188 |
| O. Said of things in procession lengthwise (2 wds.). | 110 68 39 126 46 54 120 162 95 |
| P. In a manner superior to opposition. | 7 60 181 38 127 29 166 59 19 103 112 155 |
| Q. One natural accomplishment of a young infant, regarded with pride by parents, etc. (2 wds.). | 185 32 43 189 172 148 37 78 |
| R. Fixed regard. | 88 145 3 179 151 6 138 174 171 |
| S. Collectively, magmas rich in nickel and iron. | 124 193 50 28 17 140 149 182 |
| T. Broad, deep undulation of the ocean, often caused by seismic disturbances (2 wds.). | 159 108 12 191 84 183 41 147 70 76 96 |
| U. Equal altitude (2 wds.). | 195 89 122 142 109 9 51 180 4 73 |
| V. Freshen up. | 56 98 18 157 116 1 16 23 100 |

## DIRECTIONS

*To solve this puzzle you must guess twenty-odd WORDS, the definitions of which are given in the column headed DEFINITIONS. Alongside each definition, there is a row of dashes—one for each letter in the required word. When you have guessed a word, write it on the dashes, and also write each letter in the correspondingly numbered square of the puzzle diagram. . . . When the squares are all filled in, you will find that you have completed a quotation from some published work. If read up and down, the letters in the diagram have no meaning. . . . Black squares indicate ends of words; if there is no black square at the right side of the diagram, the word carries over to the next line . . . When all the WORDS are filled in, their initial letters spell the name of the author and the title of the piece from which the quotation has been taken. Of great help to the solver are this acrostic feature and the relative shapes of words in the diagram as they develop. Authority for spellings and definitions is Webster's New International Dictionary, Second Edition.*

| | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | 1 V | 2 K | | 3 R | 4 U | 5 M | | 6 R | 7 P | 8 A | 9 U | | 10 B | | | | | | | | |
| 11 A | 12 T | 13 G | 14 L | 15 E | | 16 V | 17 S | | 18 V | 19 P | 20 D | 21 K | 22 C | | 23 V | 24 K | 25 A | | | | | | | |
| | 26 F | 27 E | | 28 S | 29 P | 30 M | 31 J | 32 Q | 33 H | | 34 C | 35 E | 36 J | 37 Q | 38 P | 39 O | | | | | | | | |
| 40 B | 41 T | | 42 M | | 43 Q | 44 F | 45 L | 46 O | 47 N | | 48 C | 49 D | | 50 S | 51 U | 52 M | 53 G | | | | | | | |
| 54 O | | 55 L | 56 V | | 57 D | 58 H | 59 P | | 60 P | 61 G | 62 N | 63 F | 64 M | 65 K | | 66 E | 67 G | | | | | | | |
| 68 O | 69 B | 70 T | 71 C | | 72 N | 73 U | | 74 J | 75 L | 76 T | | 77 K | 78 Q | 79 N | | 80 J | 81 I | | | | | | | |
| 82 F | 83 G | | 84 T | 85 J | 86 H | | 87 E | 88 R | 89 U | 90 M | | 91 N | 92 D | | 93 M | 94 G | 95 O | | | | | | | |
| 96 T | | 97 H | 98 V | 99 A | | 100 V | 101 L | 102 E | 103 P | 104 D | 105 H | 106 A | | 107 E | 108 T | | 109 U | | | | | | | |
| 110 O | 111 N | | 112 P | 113 A | 114 I | 115 L | 116 V | | 117 I | 118 A | 119 K | | 120 O | 121 M | 122 U | | 123 D | | | | | | | |
| 124 S | 125 A | 126 O | 127 P | | 128 G | 129 L | 130 C | 131 I | | 132 J | 133 I | 134 F | 135 L | 136 K | 137 H | 138 R | 139 G | | | | | | | |
| 140 S | 141 M | 142 U | | 143 A | 144 L | 145 R | 146 M | | 147 T | 148 Q | 149 S | 150 J | 151 R | | 152 K | 153 B | 154 C | | | | | | | |
| | 155 P | 156 H | 157 V | 158 I | 159 T | 160 K | 161 A | | 162 O | 163 N | 164 C | 165 I | | 166 P | 167 G | 168 J | | | | | | | | |
| 169 K | 170 L | | 171 R | 172 Q | 173 J | | 174 R | 175 M | 176 F | 177 D | | 178 M | 179 R | 180 U | 181 P | 182 S | 183 T | | | | | | | |
| 184 H | 185 Q | 186 L | | 187 B | 188 N | 189 Q | | 190 H | 191 T | 192 F | 193 S | 194 B | 195 U | | | | | | | | | | | |

Solution of last week's Double-Crostic will be found on page 10 of this issue.



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## MUSIC TO MY EARS

### Stravinsky's "Threni"—Sir J. B.—Verdi

WE MAY be in for a good deal of chanting, settings of Latin texts and intonational revivals of various sorts. Stravinsky has been concerned with them in "Threni," which had its first American performance at a concert sponsored by the Fromm Music Foundation in Town Hall under the direction of Robert Craft. To judge from the number of composers present, a new work of Stravinsky is still the closest thing to a showing of high fashion that the music world has to offer, especially when it is well-advertised that he has been working with the musical equivalent of such fashionable needle-work as the twelve-tone system.

It would take sharper perceptions than mine to tell just where, in this work of half an hour's length, he was primarily concerned with such matters, nor does it seem of first importance. For perhaps half that time I found the suggestion of medieval atmosphere and plain chant in the sophisticated texture evolved by Stravinsky self-justifying in terms of the "Lamentations of the Prophet Jeremiah," which serve as texts for this exercise in the archaic. The punctuations of orchestral timbres and the artfully evolved "amens" made this much of the listening absorbing. As it progressed, however, "Threni" moved more and more into the category of confessional, serving a purpose for the composer, perhaps, but not communicating a strong impulse to the listener. For the mind that produced the "Symphony of Psalms," this is a narrower, much more restricted thing.

Craft's production of "Threni," like everything else on the program, was clean and orderly, though deficient in nuances of pace and color. The afternoon's music (utilizing an orchestra of sixty, a chorus of thirty and various vocal soloists) began with a well-shaped performance of Stravinsky's bleak and tenuous "Symphonies of Wind Instruments" (a kind of divertimento a la Mozart that was perplexing in 1920, but which is merely quaint sounding now), and proceeded with the "Altenberg" lieder of Berg, well sung within their narrow expressive range by Bethany Beardsley, and the "Five Orchestral Pieces" of Schoenberg. The association of Stravinsky (in a program noted as a "tribute" to him) with the erstwhile Viennese "moderns" did not strike me as either inevitable or aesthetically convincing. Robert Oliver used his fine low voice to excellent effect in the "Threni," and there were equally good sound values in the singing of Beatrice Krebs, mezzo, and Miss Beardsley. The two tenors—William Lewis and James Wainner and Mac Morgan, baritone, were less impressive.

RESUMPTION of the New York Philharmonic concert schedule after the Christmas interlude brought back to Carnegie Hall the somewhat familiar figure of Sir John Barbirolli after an absence of fifteen years. "Somewhat familiar," inasmuch as he is wispier in figure and slower in gait than the one remembered as an almost weekly occupant of this podium between 1937 and 1943. Sir John has had his share of ailments to try his physical resources, but they do not impede him from shaping, masterfully, a well-chosen program that began with Elgar's "Introduction and Allegro" for strings, and also offered Gina Bachauer as piano soloist in the Brahms B flat concerto. The Eighth Symphony of Vaughan Williams was replaced at the Sunday concert by the Fourth of Dvorak, with Malcolm Arnold's lively "Tam o' Shanter" overture instead of Elgar.

As between the Barbirolli of then and now, the ear as well as the eye noted changes, refinements, mellowings. Not so much in matters of objective—he was and is a musician of ardent temperament, of impulse and emotion. But where the old (that is to say, the young) Barbirolli endeavored to accomplish his intentions by sheer force and an over production of effort, the newer (which is to say, the older) Barbirolli does it with full confidence in the sense and validity of his musical ideas, plus a mature technic in the art of persuasion. Presumably, too, his mastery of rehearsal technic is now secure; the fluent, flexible, supple sound of the strings in the Elgar, after but a few days together, was close to the personal kind he prefers with his own Hallé ensemble.

Here, as in the Brahms, the emphasis was on song and cantilena, on the communication of line and meaning, rather than texture and detail. This is not to say that texture and detail were slighted; they were, in many respects, more refined than is the Philharmonic norm. But music is clearly a passionate and personal matter with Barbirolli and the points he strove for are always in the name of eloquence rather than exhibitionism. The collaboration with Miss Bachauer was no casual thing, but a conception fully matured and mutually shared. If Miss Bachauer's power was a little indiscriminately applied at the "preview" performance on Thursday night, it had moderated a good deal later in the week, when the results from first to last were imposing. The slow movement, with Barbirolli extracting a pure essence of eloquence from the strings, had a chamber music intimacy, the finale a full measure of the celebration inherent in it.

Other events prevented attention to the playing of the Dvorak No. 4 on Sunday afternoon, a score for which Barbirolli has demonstrated superior appreciation in other circumstances. The Vaughan Williams Eighth was treated in a manner befitting the fact that it is dedicated to him and, as his recording of it attests, he is dedicated to it.

"UN BALLO in Maschera" is only partially realized Verdi, matching music of crude power and some eloquence with a cumbersome story that works as well in Boston as in Sweden —which is to say, not particularly well in either place. The composer's effort to do something different than the easy-flowing melodrama of such predecessors as "Rigoletto," "Traviata" and "Trovatore" poses some problems of performance that are not being met even half way in the current "revival" at the Metropolitan under the baton of Thomas Schippers. His direction was of the same well-meaning sort applied to "Lohengrin" the week before, but it left as much undone, also.

This is no indictment of Schippers *per se*, rather of the theory that sending a boy to do a man's work is justified if the persons involved survive. What he provided—energy and enthusiasm—merely intensified the qualities already in strong supply in "Ballo" and this cast. Antonietta Stella consistently overproduced the amount of sound necessary for Amelia and Jean Madeira's Ulrica was strong at the top, weak at the bottom with no controlling hand to make the necessary adjustments. Laurel Hurley's Oscar was more immature in sound

(*Continued on page* 92)

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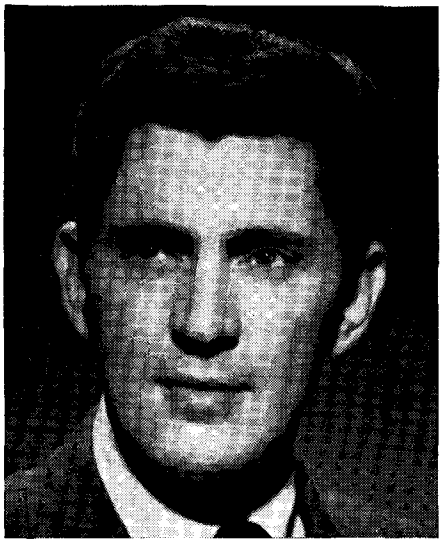
MID-MONTH RECORDINGS

# The "Hits" You Cannot Buy



Bernie Nee—"The big thing is that I sell."

By DAVID DACHS

REMEMBER the old Hollywood movies in which a leather-lunged song plugger aided by a flying-fingered songwriter would sing and play their hearts out demonstrating new songs? Today, this is pretty much out. So is the time-honored custom of showing new songs through lead sheets. Now it's all done with "demos"—carefully wrought sample recordings of new material.

"Demos" are made everywhere, sometimes on the most elementary low-fi home recording equipment. But the smooth professional jobs are produced in the key citadels of "pop songs," New York, Chicago, Los Angeles, Nashville (country and western). It is quite a big business, this little "Tin Pan Alley." Some of the record studios specializing in demonstration discs make more money than a number of the 1,000-odd firms competing in the $500,000,000 a year juke box wars. And many of the popular "demo" singers make more money than some of the so-called "pop singing stars."

Naturally, the making of these sample discs costs money, a lot of it. Many of the major music publishing firms spend as much as $75,000 a year on them. One veteran songwriter, Pat Ballard, who composed "Mr. Sandman," a big hit a few years back, gambles $12,000 a year on "demos" of his songs. This is quite an investment, but he says: "Don't worry, I make them pay off."

Besides the money, many dreams are packed in the thin, vinylite grooves of these show-case recordings of new ditties. Primarily, the disks are made for a small select group of A & R men—the uncrowned kings of popular music—who choose who records what for Columbia, RCA Victor, Capitol, and Decca. But the "demos" are also sent to the individual artists like Perry Como, and are played for them in their offices, or homes. As the adage goes, "If you can't get to the A & R man, go around him. Go to the artist."

Most "demos" are made by professionals who know what is selling in the predominantly teen-aged "pop singles" market. They are usually done by top-flight singers, and musicians from the Broadway shows, even symphony orchestras. All this is expensive, and has put an added burden on the small Tin Pan Alley music publisher and songwriter.

However, successful lyricist Mitchell Parish, author of "Star Dust," "Deep Purple," and many other big hits, who can stand the outlay more than most, says: "It's a necessary investment. Of course, many times you don't get the money back, if you don't place the song. That is, get a commercial record. But it helps the song. If a professional singer does it, the A & R man hears the song at its best. Also, you can send it around more easily. To the West Coast for example."

ONE of the biggest producers of these sample discs is Associated Recording Studios—a half a chorus away from the Brill Building. This firm puts out thousands of demonstration records a year on recording equipment that could pick up an anemic sigh. Show-case disks which they made, and later became top song successes include: "Whatever Lola Wants," "I Could Have Danced All Night," "Dungaree Doll," "Chanson D'Amour."

"The 'demos' generally have a thought out, distinctive interpretation," says Nathan Schnapf, co-owner of Associated, and a former World War II radar specialist. "It often contains trick effects that the A & R men are interested in these days. For these days, 'sound' is selling as much as the actual songs.

"Very often the record companies follow the 'demo' arrangement, note for note, effect for effect. Also the singers use the 'demos' to learn the songs. Some of our 'demos' are so good that the recording companies have released them as 'masters'."

It was Associated, incidentally, which made the "demo" for "Rudolph, the Red-nosed Reindeer," a 60,000,000 seller, so far. Its writer, Johnny Marks, has become wealthy with just this one song. Though most "demos" are sent to the A & R men, Marks employed the end-around play with "Rudolph." He sent the "demo" directly to Gene Autry. Autry didn't want to do it. But his wife persuaded him that he could do a good job with it. This wifely encouragement gave Autry an all-time best-seller. His version alone has sold more than 5,000,000 copies.

To Marks, a veteran songwriter, the growth of the "demo" business has been fabulous. "I used to pay Guy Mitchell five dollars to make a 'demo'," he revealed. "Sometimes less. It was an informal business. I played the piano, and Guy would sing. Years ago, you could walk over to a recording studio, go inside and make a 'demo.' Today, you have to make an appointment, sometimes even wait for a few days to get a studio, they're so busy."

The ultimate destination of all the sample discs are for the most part, the A & R men (Directors of Popular Artists and Repertoire). This juke box aristocracy includes such men as Mitch Miller of Columbia, Steve Sholes of RCA Victor, Lee Gillette of Capitol, Milt Gabler of Decca. Each week their desks groan with the weight of "demos." They spill over on tables, files, couches, on their secretary's desk.

Accompanying them are notes such as: "Dear Mitch: . . . This would be great for Johnny Mathis." Or, "Dear Lee: . . . This would be great for Sinatra." Or "Dear Steve: Think this is just right for Presley." These notes vary in selling intensity but they have one thing in common: they pinpoint the fact that the song and the style of the rendition suggest a specific recording personality.

Cherubic Milt Gabler, Decca's No. 1 A & R man, listens to as many as 150 "demos" a week. A few of them may display new singing talent. But most are of new songs. "A 'demo' is convenient," he reveals. "You can hear what a song sounds like on a record. You can listen to it over and over again. You can match it against the other 'demos.' First play one, then another. And it saves time and a lot

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of trouble rounding up a singer and a pianist everytime you want to hear it again.

"Years ago you would hear a tune, and you liked it. The publisher would leave the sheet music. Then you had a staff pianist play it, and it wouldn't sound the same. I would say 'He had a little figure there—a da-da-dum-da'—and the pianist wouldn't know how to reproduce it."

Today, no self-respecting A & R man can forget the sharply stylized da-da-dum-da's, or what Mitch Miller calls "arranging ideas." They're right there, etched on vinylite, and the busy A & R man likes it that way.

Some primitive studios will charge as little as $3 to put your songs directly on disk—without retakes. However, the charge for most professional recording studios with good equipment is $20 for the studio (including the services of an engineer) for one hour. Then you have to add the talent costs. Musicians have to be paid union scale, $42.50 an hour. Singers charge $10-$30 per side, and extra for over-dubbing. The average cost for a smooth professional "demo" is $100. Some have cost several hundred dollars. (An average commercial "date" runs roughly from $800-$2,500.)

The "demo" business boasts of its own "stars." They include such polished singing pros as Bernie Nee, Jack Carroll, and Laura Leslie. They can make fifteen to twenty demonstration discs a week, earn upwards of $300 to $400 a week. Their appointment books are as jammed as any business executive's.

Bernie Nee is considered a standout. One Tin Pan Alley songwriter put it this way: "He can make a 'demo' in the style of anybody you want. He's so great, if you want a Sinatra sound, he'll give you that. If you want a 'demo' to interest Nat Cole, he'll give you a Cole interpretation. Or a hillbilly sound, or a rock 'n' roll sound."

NEE, a tall, rugged John Raitt-type, lives in Teaneck, New Jersey. Explaining his "demo" singing technique, Nee says: "The big thing is that I sell. And the big thing is that I learn. Within five minutes I can pick up a new tune, and get an interpretation going." In two and a half hours, he may knock off six effective demonstration discs of six new songs.

He started making these sample recordings about seven years ago. He takes pride in the "demos" which eventually landed on the hit parade, including "Hernando's Hideaway," and "Hey There." A trained musician, who plays piano, bass, and sings, Nee is a former Juilliard student, and one-time cantor. Every day between 10 a.m. and 7 p.m. he is busy giving his all to create new juke box properties.

Equally busy is diminutive, former Sammy Kaye bandsinger, and mother of two, Laura Leslie. She first learned the scope of the business about five years ago, when she was doing a "demo" for a friend for free. Then the pianist said: "Laura, this is a business. People do this kind of thing all day long for money."

Today she's one of the most active "demo singers." A quick sight-reader, she can sing every type of song given her—ballads, rock 'n' roll, show tunes. "Luckily," she says, "most of the studios are within walking distance of each other. But sometimes you get on tight schedules, and you go without a few meals. I consider it a business, and it keeps me in New York, away from the road."

Today's "demos," technically, are a far cry from the scratchy, noisy acetates of just a few years ago. They were so inadequate at one time that it spurred two young men to experiment making their own. The two were Dick Charles, a songwriter, and Bob Cochran, a mortician by trade, with the Frank Campbell Funeral Home.

"WE STARTED it as a hobby. We started doing demonstration records for Dick," says Cochran. "He's written such songs as 'Along the Navajo Trail' and 'Mad About Him Blues,' and many others. People were impressed with the sound we were getting, and we got lots of calls to make 'demos' for them. We made them by appointment, and soon we got so many, we decided to try to make it into a money-making venture."

Most of the early recording was done in Dick Charles' East Side apartment. However, with increased patronage, and a heavy schedule of appointments, the two decided to get a Tin Pan Alley address. Today, they're close to the hub of things—the West Side—and they are busier than ever. They record more than 100 demos a week and gross more than $400,000 a year.

The pride and joy of the Dick Charles Recording Service is their recording equipment costing $92,000. For hi-fi bugs among us, here's the basic equipment they use: 1) new German made cutting lathes (Newmann), 2) Ampex Tape recorders, 3) audio echo chamber (to impart a fuller sound), and 4) Gates Console—a machine which blends the various instruments smoothly, tones down instruments, if need be, spotlights vocalist, if need be.

What's the most expensive "demo" they've ever made? "The most expensive one I know," says Cochran, "cost two hundred and eighty dollars. It had a piano, bass, guitar, flute, sax and soloist, and a four-piece vocal group. It took one hour to record just one side."

Some Tin Pan Alley thinkers trace the rise of the sample recordings to the hi-fi hucksterism of the old-time publishers. The old time Tin Pan Alley music publishers were great demonstrators. They would mesmerize the record company executives. One A & R man put it this way, "They'd make a piece of junk sound wonderful. They sang every word like they believed it. They had great personal charm." In self-protection, the A & R man would demand a "demo." He didn't trust his judgment of a song sung by one of these vocal charmers.

THIS theory is partly true. But the emergence of the "demo" is tied up to a power struggle in which the A & R men became kings of popular music and the music publishers of secondary, some say tertiary, importance. From Edison's time to the 1930s, much of the power resided with the music publisher. The A & R men would beg the music publisher to let them do their songs. For record revenues were fairly puny, and sheet music sales were the important thing. From the 1940s on, with the growth of radio and the disc jockey, the recording business became more profitable and sheet music less so. The A & R men became the important figures. Soon the publishers begged record companies to do their songs, which is the situation today. Now, more than ever, the "demo"—representing modern song salesmanship—is here to stay, like its kindred brethren in other fields, the sample hat, the sample dress, the TV "pilot."

**Laura Leslie: "I consider it a business."**

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# Voices in Stereo

THE general gospel about stereo to date (particularly from those who haven't heard too much of it) is that it is fine for orchestral works and operas, less meaningful where chamber music or solo instruments are concerned, and least illuminating with individual voices. They would be hard put to maintain this hierarchy of values in the face of a quartet of new issues from London and RCA in which the vital participants are such persons as Kirsten Flagstad, Set Svanholm, Maureen Forrester, and Cesare Valletti.

Think of what it would mean for us if we could command the voices and personalities of Lilli Lehmann, Lillian Nordica, or Johanna Gadski, Milka Ternina or Jean de Reszke, with some confidence that what we were hearing is the real thing, the full-length portrait rather than a head-and-shoulders or profile, vocally speaking! What values it would clarify, what arguments could be settled. So far as Sieglinde in the first act of "Walkuere" is concerned, the London issue, powerfully directed by Hans Knappertsbusch, gives us (and posterity) an amazing close-up of Flagstad's art in a performance bringing Siegmund to life by Set Svanholm and Hunding by Arnold van Mill (London OSA 1204, 2 discs $11.96).

What posterity is going to have difficulty in believing is that this Sieglinde is the work of a woman who made her Metropolitan debut in the same role nearly twenty-four years ago, when she had reached the relatively advanced age of forty. Comparison with the recent Camden reissues of her then-contemporary sound shows that it was brighter, more supple, and purer, of course. But what remains, under the X-ray of stereo, is an instrument of warmth and intensity capable of even more eloquence than in her "youth." "Der Männer Sippe" can hardly have been sung better, and when she wants to chisel tones of rocklike solidity in the love duet, they are still at her disposal. As for artistry and musicianship, this is a model of procedure for any Sieglinde, present or future. As remarkable in its own way is the Siegmund of Svanholm. He seems to have reverted to his baritonal backgrounds for a new (or old) depth and darkness of sound, which he uses with characteristic intelligence. He has difficulty with the range of the love music, but there are few who have sung so expressively the phrase "Nun weiss, fragende Frau, warum ich nicht Friedmund heisse." As for van Mill, he is an imposing Hunding to the ear whatever he may look like. Knappertsbusch's procedures are sometimes not merely deliberate but laggard, but when he reaches one of his well-proportioned climaxes, the reasons therefore are self-apparent. As for the Vienna Philharmonic, it provides the kind of associated sound not heard in this music since the memorable Lehmann-Melchior-List recording under Bruno Walter in the mid-thirties (likewise in the broad-striding "Rhine Journey" and "Funeral Music" on side 4).

The skeptical may say "Well and good, but 'Walküre' after all is operatic." In that case, they are referred to London OS 25005, $5.98, on which the apparently inexhaustible Flagstad sings a dozen Sibelius songs with the London Symphony Orchestra directed by her countryman Øiven Fjeldstad. In this inimitable effort one can hear all around the voice, so to speak, and note every nuance of tone and textual molding. Rather than becoming untidy and careless, as some singers do in later years, Flagstad's is a more meticulous craft than ever, and an increasingly expressive art, also.

OF the fourteen songs, the only few generally known are "Svarta Rosor" ("Black Roses"), "Säf, Säf Susa" ("Sigh, Rushes, Sigh"), and "Flickan Kom Ifran sin Alsklings Möte" ("The Maiden Returned from her Tryst"). The English titles of the others, with their opus numbers, are: "In the Evening," (Op. 17, No. 6), "Was It a Dream," (Op. 37, No. 4), "On a Balcony by the Sea" (Op. 38, No. 2), "The First Kiss" (Op. 37, No. 1), "The Diamond on the March Snow" (Op. 36, No. 6), "Arioso" (Op. 3), "Spring Flies Fast" (Op. 13, No. 4), "Since Then I Have Asked No Further" (Op. 17, No. 1), "But There's Still No Bird for Me" (Op. 36, No. 2), "Autumn Evenings" (Op. 38, No. 1), and "Come Away, Death" (Op. 60, No. 1). This perspective of Sibelius's career as a song writer is beautifully presented (Mme. Flagstad uses Swedish texts, in most cases the composer's preference also) with Fjeldstad a thoroughly sympathetic associate. The notes by Kathleen Dale assign no credit for the orchestrations; Niels Ringbom's authoritative text on Sibelius says: "Many of the songs have been orchestrated by different Finnish composers." They have, certainly, a common kinship with those Sibelius orchestrated himself.

Even with the voice of Flagstad subtracted and Maureen Forrester's substituted, the orchestra replaced by a piano played by John Newmark, there is a decidedly greater sense of being "there" on RCA Victor LSC 2275, $5.98, than in the conventional reproduction. In this, her debut disc for RCA, Miss Forrester's voice is sheer aural velvet, especially in the meaty middle register utilized for

(*Continued on page* 93)

Valletti—"spins a beautiful phrase."

Forrester—"sheer aural velvet."

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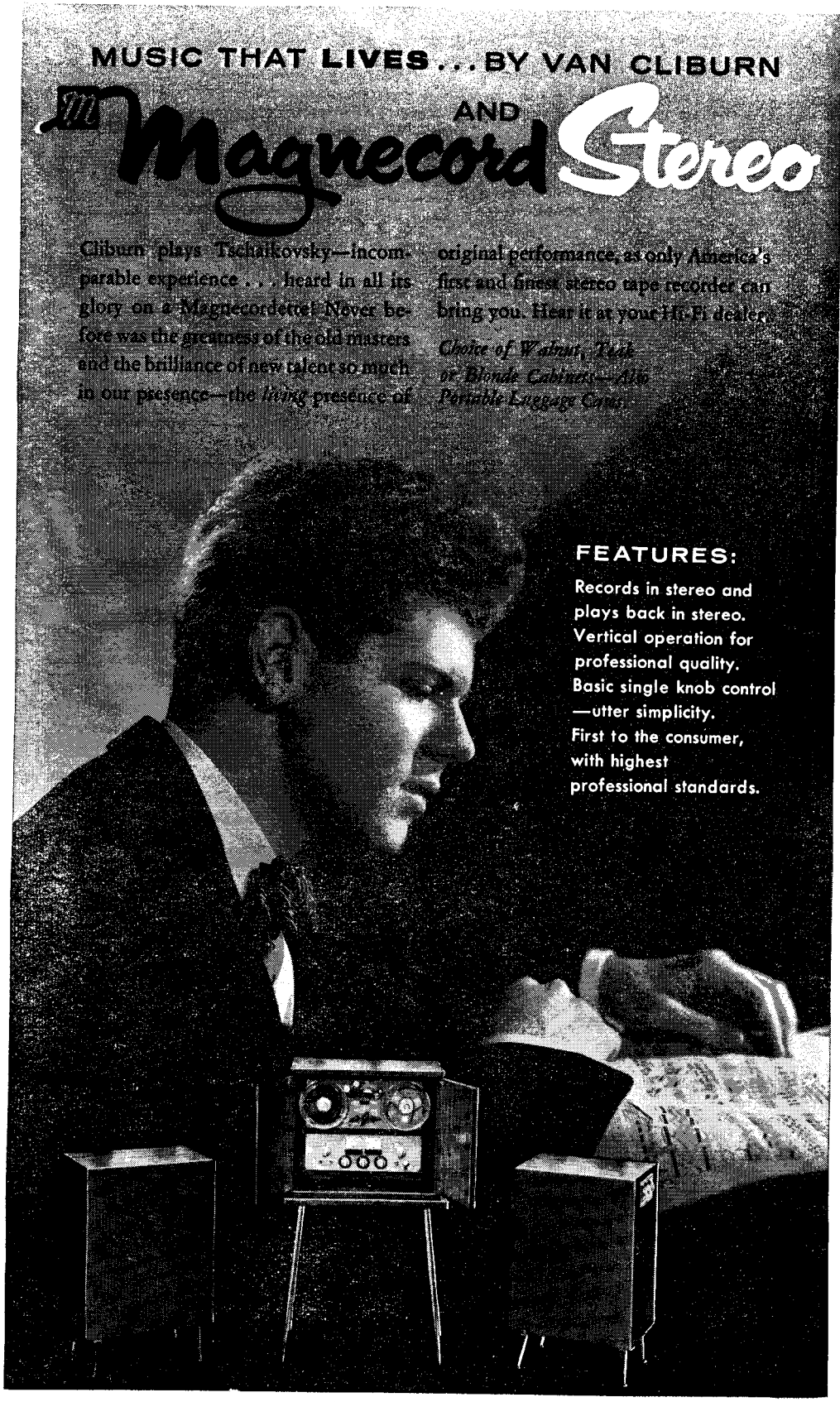

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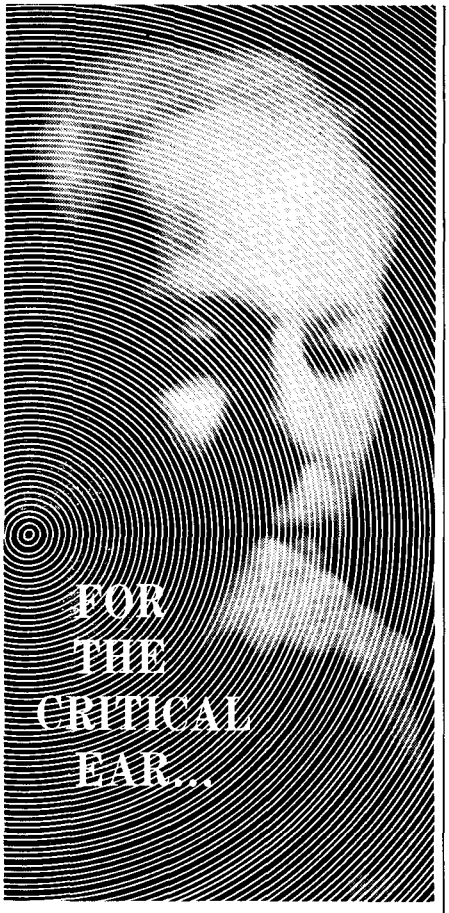


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# Callas Takes Paris (and Vice Versa)

By EVERETT HELM

PARIS.

THAT films, radio, and television have not killed the public's interest in live performances was amply demonstrated by the recent debut here of Maria Meneghini Callas. With Christmas at hand and political events popping on all sides, the French capital concentrated its attention on the Callas concert, as if all else were of negligible importance.

The event was a grand one, prepared and carried off in the grand manner. Proceeds of the concert were destined for the Legion of Honor—a most worthy cause, it would appear. The best seats sold theoretically for 35,000 francs (around eighty-five dollars), including the *souper* following the performance. As all tickets were sold two hours after they had been placed on sale, however, they were subsequently obtainable only on the black market at even more staggering prices. Some of the cheaper seats, it is said, brought ten to twelve times their original price. Mme. Callas gave her services—that is to say, she donated to the cause her fee of $10,000.

The big question, based on previous history, was whether the concert really would take place, or whether the *diva* would for some reason or other refuse to appear. As a matter of fact this almost happened. A few days before the concert it developed that none of the Paris critics had received a ticket. Learning of this intolerable state of affairs, Mme. Callas wired from Italy: no press, no concert. To save itself from this embarrassing situation the management was obliged to buy back their own tickets in the black market for a limited number of critics; disaster was thus averted. Those papers and journals that were not invited were, of course, furious and organized an ineffectual boycott of silence—ineffective because the entire population was quite aware of what was going on.

The concert did in fact take place with no further difficulties in the Théatre National de l'Opéra, and "everybody" was there: the President of the Republic, whose entrance was accompanied by fanfares from the orchestra; Charlie Chaplin; the Duke and Duchess of Windsor; and, of course, the *haute volée* of Paris. It was *the* event of several seasons, and the display of Dior creations, diamonds, emeralds and rubies was in proportion. Besides the three thousand elite who crowded into every cranny and *strapotin* of the Opéra, the concert was heard and seen by millions throughout Europe, for it was carried by the French, German, Swiss, Austrian, Italian, British, Dutch, Belgian and Danish television networks.

Let it not be said that the spectators, near or far, did not get their money's worth; it was a very good show indeed. The Callas may be difficult, unreasonable, temperamental, impossible, or what you will. But when she is on-stage, she is very much *there*. The concert began with George Sebastian conducting the orchestra of the Opéra, which played less nonchalantly than usual, in Verdi's "Forza del Destino" overture. The curtain rose and a thin, gracious and graceful figure sang the aria "Casta Diva" from Bellini's "Norma"—sang it well, but not sensationally. (Some of the notes were not entirely in tune.) In Leonora's aria from the fourth act of "Trovatore," Mme. Callas began to hit her stride. The "Miserere" from the same opera (sung with chorus and other soloists) brought down the house, and after "Una voce poco fa" from Rossini's "Barber of Seville" pandemonium broke loose.

STEP by step, Mme. Callas had completely conquered her audience; the Rossini piece was indeed perfection itself. But it was not only her singing that had captivated the Parisians—it was equally the fascination of her personality and her ability as an actress. Without benefit of costumes or scenery she established, by discreet gestures and miming, the dramatic atmosphere of each aria in a way that was not artificially theatrical but distinctly "grand."

After the intermission Mme. Callas was joined by Tito Gobbi and others in the second act of "Tosca"—this time with costumes and scenery. The ovation she received for this performance was entirely warranted. "La Callas" had demonstrated that the *prima donna* of the "good old days" is still alive in her person, and *tout Paris* seemed to find delight in this fact and in paying homage to the singer who could elicit such rapture. They hadn't had so much fun since the time of "La Malibran" . . . a mere 110 years.

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### Inner Fantasy, Outer Space

COMBINING for good purposes a sense of humor with a formidable array of Ampex tape-and-mixing equipment, two men from the West Coast have produced an unusually appealing, late-season LP for children, called "Jim Copp Tales" (Playhouse 101—60 Fremont Place, Los Angeles, $5.95). There are nine tales: "Mr. Hippity and the Balloon," "Kate Higgins," "The Cow and the Kitty Cat," "Home by Five," "Martha Matilda O'Toole," "Burt Carter," "Miss Goggins and the Gorilla," "The Frogman," and "The Barnyard Parade."

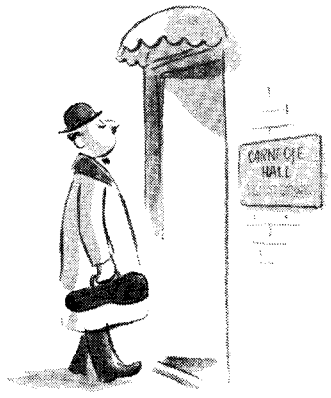
The stories are simple, fun, and related to things in life that children know and like. Copp, the narrator, writer, and sound originator (a man named Ed Brown designed the poster-like wrap, and stood by for sound mixes), displays a control of diction and timing that is pleasing and effective; his words can be understood. He does not speak down, rather he participates in each story's unfolding. His statements are illustrated with specific detail, both of sound and script, that is intriguing and fanciful.

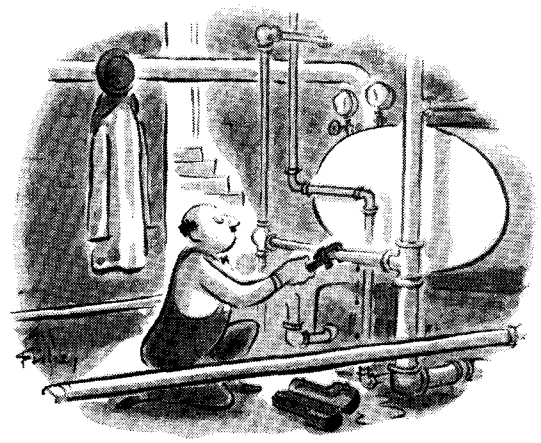
In the world of Copp's Tales, a boy is not a disembodied plot necessity, he is "a boy named Dick Milligan, five and a half years old" (Mr. Hippity). Or: "Kate Higgins, I regret to state, grew mutinous one night at eight." In "The Barnyard Parade," costumes and action are sketched as animals march by the listener's scope of sound: the rooster, leading, carries the American flag proudly; the giraffe wears a bow tie (and the sound of a giraffe wearing a bow tie is convincing, although not to be described); the hen is tucked out in her best party dress, a dotted swiss. The jumpers, "who have been invited to participate," simply jump, and can be heard jumping. The turkeys, "wearing little red sunbonnets tied under the chin," lay eggs as they march—"turkey eggs"—and bend down gracefully to pick them up as they go by. This may strike some adult listeners as a bit surreal, but it qualifies with children as a pretty good way to describe gyrations that accompany a parade.

The multiple recording technique used by Copp and Brown is, as far as this reviewer knows, entirely novel in the field of records for children. The least imaginative common-denominator use of the technique has been heard on certain popular records, when a singer has been persuaded to accompany himself or herself with a quartet made up of his own voices. This is done by recording parts separately, then mixing the several tracks into one. It has rarely emerged as anything more than a demonstration of virtuosity.

But there was a latent possibility—and Copp and Brown have grabbed it—of building entirely new sounds from old. Real sounds can be mixed with electronic sources; human parodies of sound can blend further with them. In this way, sound can be parodied, satirized, or grotesqued, and it can be employed as subtleties of make-up, gesture, and expression are used by master mimes.

The multiple technique also permits a much more flexible balancing of sound levels, and of sneaking in and out of sound effects. This permits sound to speak from a background, as it is really heard. Such statements



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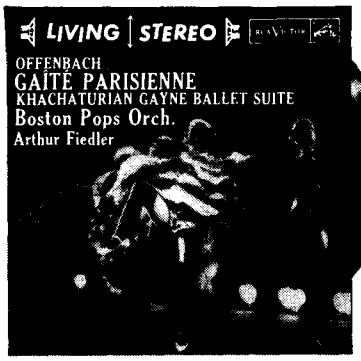
from sound sources are more effective than sound effects played at too high a fixed level and held for too long. The technique is such an improvement over older methods that it may have opened up a new medium of expression.

Regardless of this, "Jim Copp's Tales" is a memorable try at producing magic; at the very least, it will probably turn out to be the most compelling single argument for purchasing and maintaining a good record player for children in the home. For these "Tales" can't be duplicated in any other medium. All their sounds are much too complicated to assemble for presentation as anything but a *fait accompli*—in other words, a recording.

"Adventures in Sound and Space" (RCA Victor LBY 1013, $1.98) is a great deal less adventurous, soundwise. Sound effects are of the conventional sort, and the "adventurers" of this presentation, although cavorting though outer space, seldom get too far away from accompaniments furnished by an orchestra under the direction of Marty Gold. The adventures, however, are real enough, if one is willing, along with most boys and high government officials, to believe in the near-immediate conquest of Luna and Mars.

All episodes take place at a time when an observatory (Anglo-American, of course) has been established on the moon, and astronauts, who sound remarkably like polar explorers and peak-climbers of this generation, are part of a vanguard sent out to return with significant reports of probings, tappings, and interspatial discoveries. The daring young men who inhabit this new outer world of free fall are put through certain paces, to wit: "Blastoff," "Free Fall," "Space Station," "Moon Crash," "Space Storm," and "Mars, and the Secret of the Canals," All are well and carefully enough presented to appeal mightily to the daring young men who sit by the phonograph, anticipating their free-fall future. —Frederic Ramsey, Jr.

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# Music to My Ears

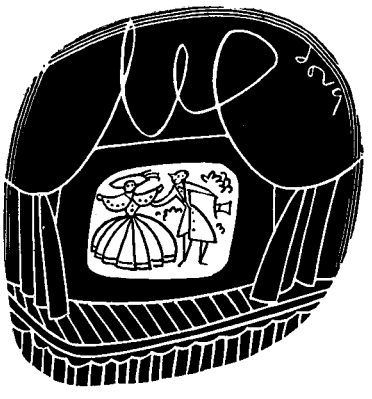
*Continued from page 83*

than it might have been. Richard Tucker, as Riccardo, and Robert Merrill as Renato were singing another kind of Verdi than the ladies, often in the same ensemble. It is not long since "Ballo" at the Metropolitan was being conducted by Busch, Stiedry, and Mitropoulos; the present situation is not merely retrogression, but nondiscretion.

Assuming there was a point in presenting an integrated production of "Aida" in Rudolf Bing's second season at the Metropolitan, that point is substantially blunted in the version offered at the work's first occurrence just after the New Year. The Margaret Webster dramatic direction has, of course, long since vanished from view; in the latest presentation, the credit of "costumes and scenery" to Rolf Gerard was as much a travesty, for Gloria Davy (as Aida) was attired in a blue gown, Blanche Thebom (as Amneris) in an orange creation and even Dimiter Uzenov (as Radames) in a spangled "armor" plainly "brought along" without regard for any basic color scheme or style of design. All this was in direct agreement with the order of things the present management had decried in its predecessor's.

For that matter, the vocal styling was not much more tailored to Verdi's requirements. Miss Davy's sound is still light of body and dynamically undersized for Aida on the Metropolitan scale, and Uzenov's tenor has gained nothing in richness or warmth since his unimpressive Don Jose of several weeks back. The pretense that this is singing of the sort for which a Metropolitan audience should pay top prices would be laughable if it were not insulting. Blanche Thebom's Amneris and Robert Merrill's Amonasro were reminiscent of better times, if not the best. Fausto Cleva's conducting was as variable as his cast's singing.

—Irving Kolodin.



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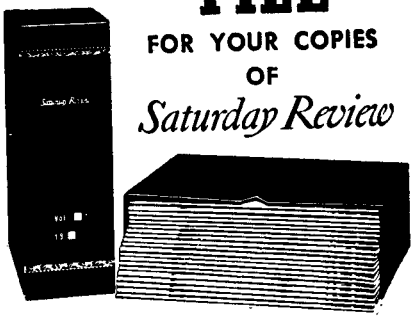

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# Voices in Stereo

*Continued from page 86*

Schumann's "Frauenliebe und Leben," Brahms's "Gestillte Sehnsucht," "Geistliches Wiegenlied" (with viola), and "Zigeunerlieder." She manages to keep the sometimes sticky sentiment of the Chamisso texts on a level of believability, through her own earnest participation in the music Schumann made of them and a gravity of manner that never verges on the ponderous. Miss Forrester's German is careful rather than wholly idiomatic, and its sometime flat sound shows clearly under the penetrating focus of stereo.

She is no less adept in the "viola songs" of Brahms, which she sings with a lovely simplicity and an avoidance of the too-intense vibrato with which some of her mezzo-singing sisters attempt to enrich their sound. In consequence, she has a more manageable line to manipulate, and can bend it to a mordent or turn with shapely results. The "Zigeunerlieder" are more variable, with a rather rigid rhythmic accent in "Ho! Zigeuner" and a lack of lightness elsewhere. However, a singer who can deliver "Kommt dir manchmal in den Sinn" as feelingly as Miss Forrester does is no common phenomenon. Newmark's accompaniments are efficient, if more than a little mechanical, Otto Joachim's viola playing excellent.

CESARE VALLETTI's "Art of Song" (RCA Victor LSC 2280, $5.98) finds him as far distant from his last previous mention here (Pinkerton in "Butterfly") as a tenor can get: Sarti ("Lungi dal Caro Bene"), Stradella ("A Porfiria Vecchiarella"), A. Scarlatti ("Le Violette" and three other songs), and a side of lieder plus Pizzetti's "I Pastori." The arms'-length view of Valetti is less advantageous than the remoter one of the concert hall or opera house; the threads of the voice tend to be separately apparent, the mechanics of the manipulation unduly audible. But he is an engagingly refined and musicianly vocalist, who spins a beautiful phrase in Handel's "Ne men con l'ombre," approaches the Schipa standard in "Le Violette," and honors his taste with one of the most charming versions of "Du bist wie eine Blume" since Leo Slezak's of nearly fifty years ago. Schubert's "Der Jüngling an der Quelle" fares less well, "Nacht und Träume" very well. Leo Taubman is the sure-handed pianist. In this stereo, the piano tends to be too much on the left side and the voice in the middle, rather than successfully centered. —I. K.


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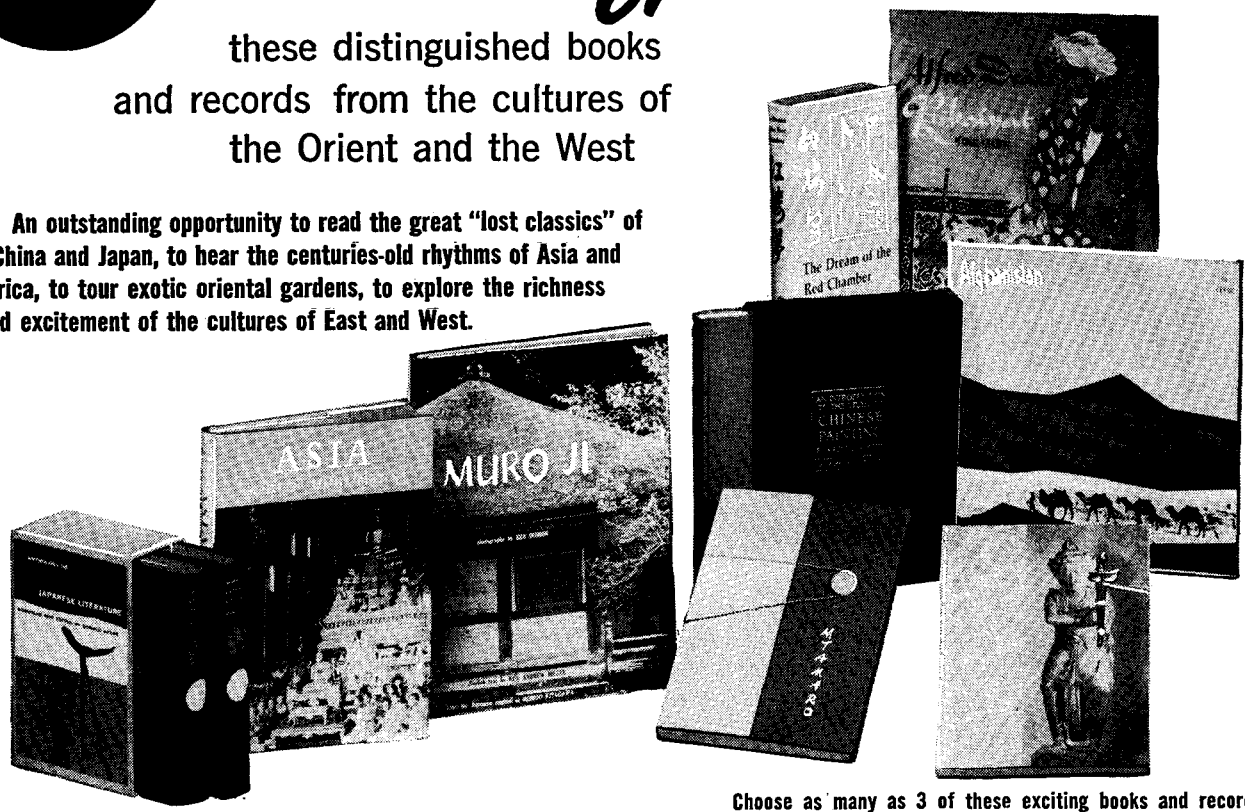


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